



Approved Operating Budget 2015/16

HALIFAX

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HALIFAX REGIONAL MUNICIPALITY

Approved 2015/16 Operating & Capital Budget

RESOLUTION for Approval of Operating & Capital Budget and Tax Rates for Fiscal 2015/16¹

It is hereby resolved that:

- a) the Operating Budget in the amount of \$ **869,133,600** gross expenditures (which includes \$ **726,700,600** in municipal expenditures including the reserve withdrawals specified in the Operating and Project Budget); \$ **653,779,500** in property tax revenues (including area rate revenues) and \$ **215,354,100** in other revenues be approved; and
- b) the Capital Budget in the amount of \$**135,804,000** be approved;
- c) the general rates of taxation on residential and resource property be set at
 - (i) \$**0.669** for the urban area
 - (ii) \$**0.636** for the suburban area; and
 - (iii) \$**0.636** for the rural areaper \$100 of taxable assessment;
- d) the general rates of taxation on commercial property be set at
 - (i) \$**2.895** for the urban area;
 - (ii) \$**2.895** for the suburban area; and
 - (iii) \$**2.566** for the rural areaper \$100 of taxable assessment;
- e) the Halifax Transit Annual Service Plan and the tax rates associated with Transit Taxation be set at
 - (i) \$**0.049** for the Regional Transportation tax rate;
 - (ii) \$**0.102** for the Local Transit tax rateper \$100 of taxable assessment;
- f)
 - (i) the boundaries of the urban, suburban and rural areas are delineated in the attached “Tax Structure Map” of the staff report dated April 14, 2015;
 - (ii) the boundary of the Regional Transportation area includes all properties within communities included within the attached “Regional Transportation map” of the staff report dated April 14, 2015;
 - (iii) the boundary for the Local Transit area includes all properties within 1km walking distance of any HRM transit stop.

¹The Operating and Capital Budgets, General Tax Rates and Area Rates for Fire Protection, Regional Transportation, and Local Transit, were approved by Regional Council on April 28, 2015. The Operating Budget was amended with the remaining area rates (except Supplementary Education), approved by Regional Council on June 23, 2015. The Supplementary Education Rate was approved by Regional Council on July 21, 2015.

- g) **Fire Protection** rates shall be set at the rate of **\$0.019** per \$100 for all residential and resource assessment and at **\$0.053** per \$100 of the commercial assessment for properties which are within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes.
- h) the **Provincial Area Rate for Mandatory Education** on residential and resource property be set at the rate of **\$0.302**; and at a rate of **\$0.301** for all commercial assessment;
- i) the **Provincial Area Rate for Property Valuation Services** on residential and resource property be set at the rate of **\$0.018**; and at a rate of **\$0.010** for all commercial assessment;
- j) the **Provincial Area Rate for Corrections Services** on residential and resource property be set at the rate of **\$0.017**; and at a rate of **\$0.008** for all commercial assessment;
- k) the **Provincial Area Rate for Metro Regional Housing Authority** on residential and resource property be set at the rate of **\$0.008**; and at a rate of **\$0.007** for all commercial assessment;
- l) **Supplementary Education**, under Section 80 of the *Halifax Regional Municipality Charter*, shall be set at the rate of **\$0.030** per \$100 of the residential and resource assessment and at **\$0.083** per \$100 of the commercial assessment.
- m) Area rates shall be set on taxable residential, resource, and commercial assessment, as per the attached **Schedule of Area Tax Rates**.
- n) the final tax bills will become due on **Friday, October 30, 2015**;
- o) the Stormwater Right-of-Way charge shall be set at \$41 per property for those properties that are charged the Halifax Water Stormwater Charge;
- p) the interest rate on the Special Reserve Funds, designated as requiring interest under Section 121(2) of the Halifax Charter, be set at the rate of return on funds invested by HRM for the period April 1, 2015 to March 31, 2016;
- q) the interest rate on all reserves except for those identified in (p) above will be set at the rate of return on funds invested by HRM for the period April 1, 2015 to March 31, 2016;
- r) approve in advance, the 2016-2017 and 2017-2018 Budget and Capital Funding amounts of \$107,730,000 for the 2015/16 fiscal year, for the multi-year projects listed in Schedule 1 of the staff report dated April 14, 2015;
- s) approve the 2015/16 Withdrawals from Reserves as detailed in Schedule 2 of the staff report dated April 14, 2015; and
- t) approve the reduction of funding, and a corresponding transfer of that capital funding to the Studies Reserve and the Operating Budget, for the Capital Projects detailed in Schedule 3 of the staff report dated April 14, 2015 and the closure of these capital projects, when appropriate.

HALIFAX

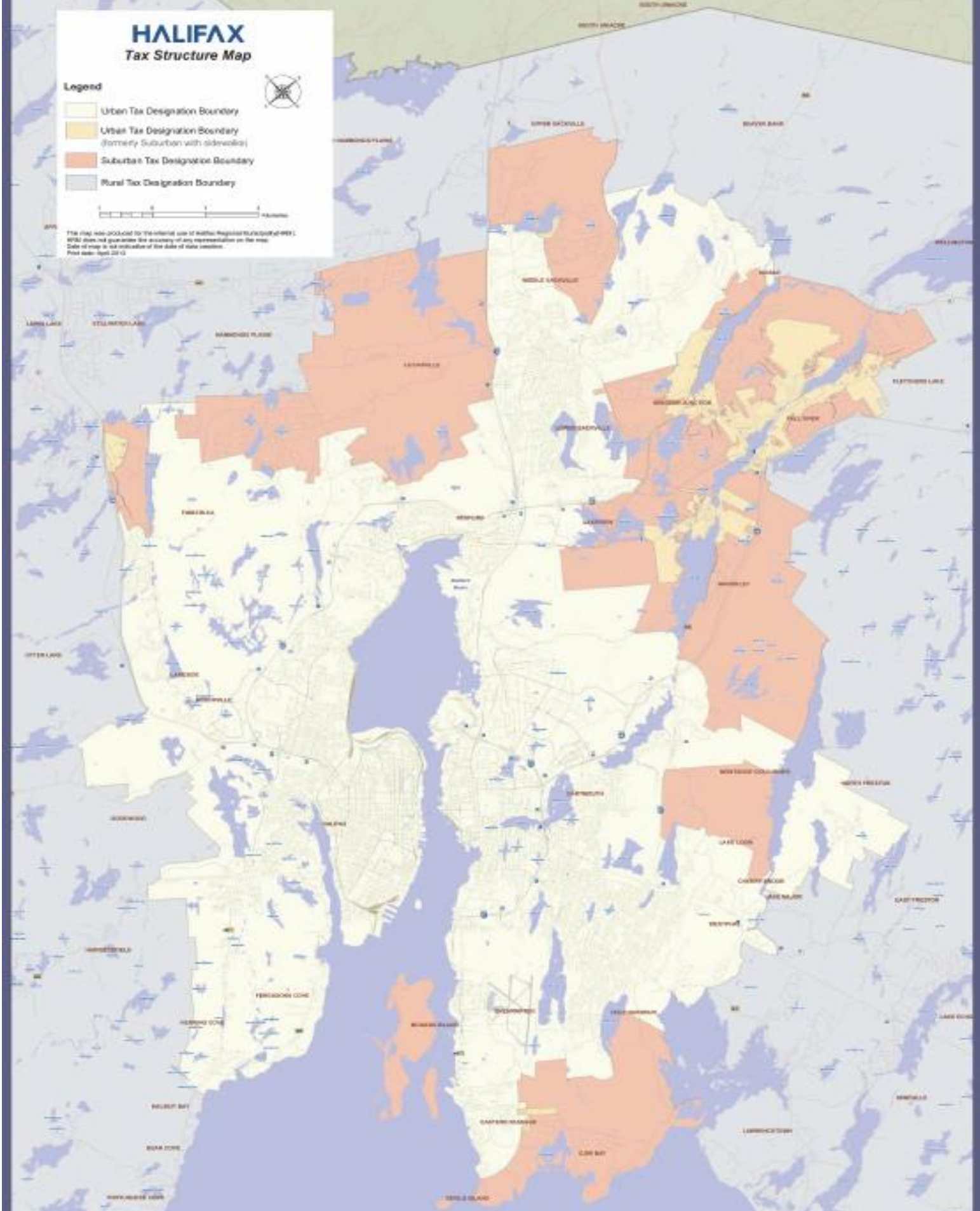
Tax Structure Map

Legend

- Urban Tax Designation Boundary
- Urban Tax Designation Boundary (formerly Suburban with sidewalks)
- Suburban Tax Designation Boundary
- Rural Tax Designation Boundary



This map was produced for the internal use of Halifax Regional Municipality (HRM). HRM does not guarantee the accuracy of any representation on the map. Date of map is an indication of the date of data creation. Print date: April 28, 15



Schedule of General & Area Tax Rates	Residential and Resource Rate		Commercial Rate	
General Tax Rates for Municipal Services				
Urban Area	0.669		2.895	
Suburban Area	0.636		2.895	
Rural Area	0.636		2.566	
Tax Rates for Provincial Services (All of HRM)				
Mandatory Education	0.302		0.301	
Property Valuation Services	0.018		0.010	
Corrections Services	0.017		0.008	
Metro Housing Authority	0.008		0.007	
Total Provincial Area Rates:	0.345		0.326	
Fire Protection				
To be levied on all assessable property that is within 1,200 feet of a fire hydrant:				
Fire Protection (Hydrants)	0.019		0.053	
Sidewalks				
Sheet Hbr & Area Streetscape Program (per property; not applicable to Resource)	\$11.84	Flat Fee	\$11.84	Flat Fee
Transit Services				
Regional Transportation	0.049		n/a	
Local Transit	0.102		n/a	
Community Facilities & Services				
Birch Bear Woods Homeowners Association (flat fee per residential property)	\$33.43	Flat Fee	n/a	
Haliburton Highbury Homeowner's Association	0.023		n/a	
Hammonds Plains Common Rate	0.005		n/a	
Highland Park Ratepayers Association	0.005		n/a	
Kingswood Ratepayers Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Lost Creek Community Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Maplewood Village Ratepayers Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Mineville Community Association (flat fee per property)	\$20.00	Flat Fee	\$20.00	Flat Fee
Musquodoboit Harbour Common Rate	0.005		n/a	
Prospect Road and Area Recreation Association	0.012		n/a	
Sackville Heights Community & Cultural Centre	0.010		0.010	
Three Brooks Homeowners Association (flat fee per property)	\$20.00	Flat Fee	n/a	
St. Margaret's Village at Fox Hollow Homeowners Association (flat fee per property)	\$60.00	Flat Fee	\$60.00	Flat Fee
Glen Arbour Homeowner's Association (flat fee per property)	\$65.00	Flat Fee	\$65.00	Flat Fee
Westwood Hills Residents Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
White Hills Residents Association (flat fee per property)	\$50.00	Flat Fee	\$50.00	Flat Fee
Frame Subdivision Homeowner's Association (flat fee per property)	\$45.00	Flat Fee	n/a	

Schedule of Area Tax Rates (continued from page 1)

**Residential and
Resource Rate**

Commercial Rate

Private Infrastructure

Grand Lake Oakfield Community Centre		0.021		n/a
Ketch Harbour Area Residents Association (flat fee per dwelling)	\$66.67	Flat Fee		n/a
LWF Ratepayer's Association (Urban Core)		0.030		n/a
Silversides Residents Association (flat fee per property)	\$100.00	Flat Fee	\$100.00	Flat Fee

Business Improvement Districts

Downtown Halifax Business Commission (Minimum \$250, Maximum \$36,000)		n/a		0.0863
Downtown Dartmouth Business Commission (Minimum \$300, Maximum \$15,000)		n/a		0.3600
Spring Garden Area Business Association (Minimum \$250, Maximum: \$12,000)		n/a		0.3400
Quinpool Road Mainstreet District Association (Minimum \$250, Maximum \$7,000)		n/a		0.1900
Spryfield & District Business Commission (Minimum \$125, Maximum \$10,000)		n/a		0.2700
Main Street Dartmouth & Area Business Improvement Assoc (Min \$250, Max \$17,000)		n/a		0.1600
Sackville Business Association (Minimum \$200, Maximum \$7,000)		n/a		0.1400
North End Business Association Commercial (Minimum \$50, Maximum \$2,500)		n/a		0.1500

Private Road Maintenance Fees

Petpeswick Drive Improvement Society (flat fee per property)	\$200.00	Flat Fee	\$200.00	Flat Fee
Three Brooks Homeowner's Association (flat fee per property)	\$580.00	Flat Fee	\$580.00	Flat Fee
South West Grand Lake Property Owner's Association (flat fee per property)		Flat Fee Schedule		Flat Fee Schedule
Shag End Lot Owner's Association (flat fee per property)	\$600.00	Flat Fee	\$600.00	Flat Fee
River Bend Rd & River Court Homeowner's Association (flat fee per property)		Up to \$350 Flat Fee		Up to \$350 Flat Fee
Sambro Head Lot Owner's Association: Bald Rock Rd (flat fee per property)	\$385.33	Flat Fee	\$385.33	Flat Fee
St. Margaret's Village Community Association (flat fee per dwelling)	\$450.00	Flat Fee	\$450.00	Flat Fee
Rutter Court Residents Association (flat fee per property)	\$350.00	Flat Fee	\$350.00	Flat Fee
Range Road Land Owner's Association (flat fee per property)	\$150.00	Flat Fee	\$150.00	Flat Fee
Black's Subdivision Ratepayer's Association (flat fee per property)		Up to \$150 Flat Fee		Up to \$150 Flat Fee
Redoubt Head Homeowner's Association (flat fee per property)	\$750.00	Flat Fee	\$750.00	Flat Fee
Mariner's Anchorage Resident's Association (flat fee per property)	\$300.00	Flat Fee	\$300.00	Flat Fee
St. Margaret's Bay Heights Subdivision Resident's Association (flat fee per property)	\$240.00	Flat Fee	\$240.00	Flat Fee

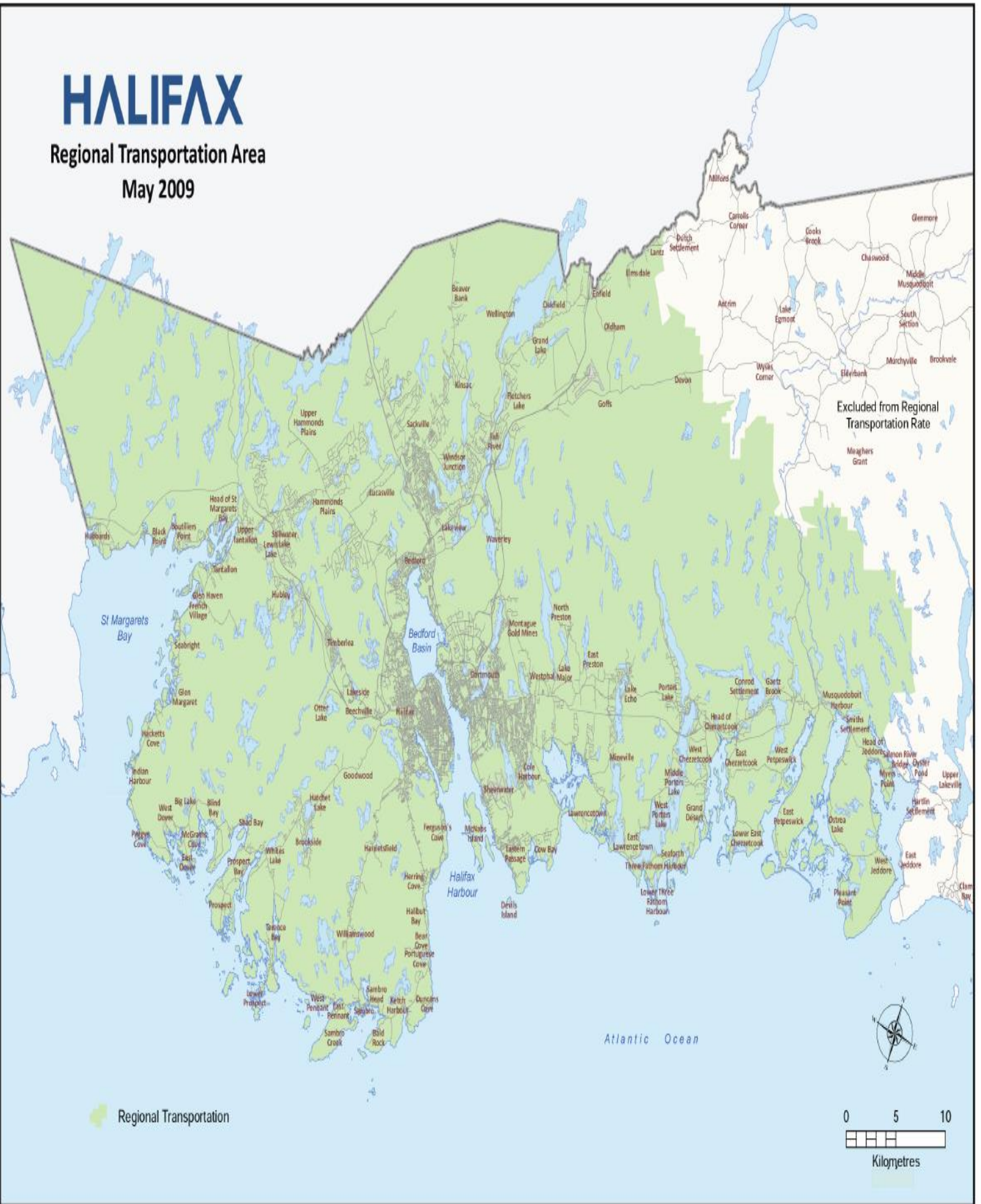
Local Improvement Charges

O'Connell Dr (Provincial), Exeter Dr, Bali Terrace, Neven Rd & Old Fairbanks Rd	\$160.00	Flat Fee	\$160.00	Flat Fee
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HALIFAX

Regional Transportation Area

May 2009



Halifax Regional Municipality Key Map

Population: 413,700 (more than one-third of Nova Scotia's population)

Area: 5,577 square kms

Coastline: Over 400 km (250 miles) of coastline

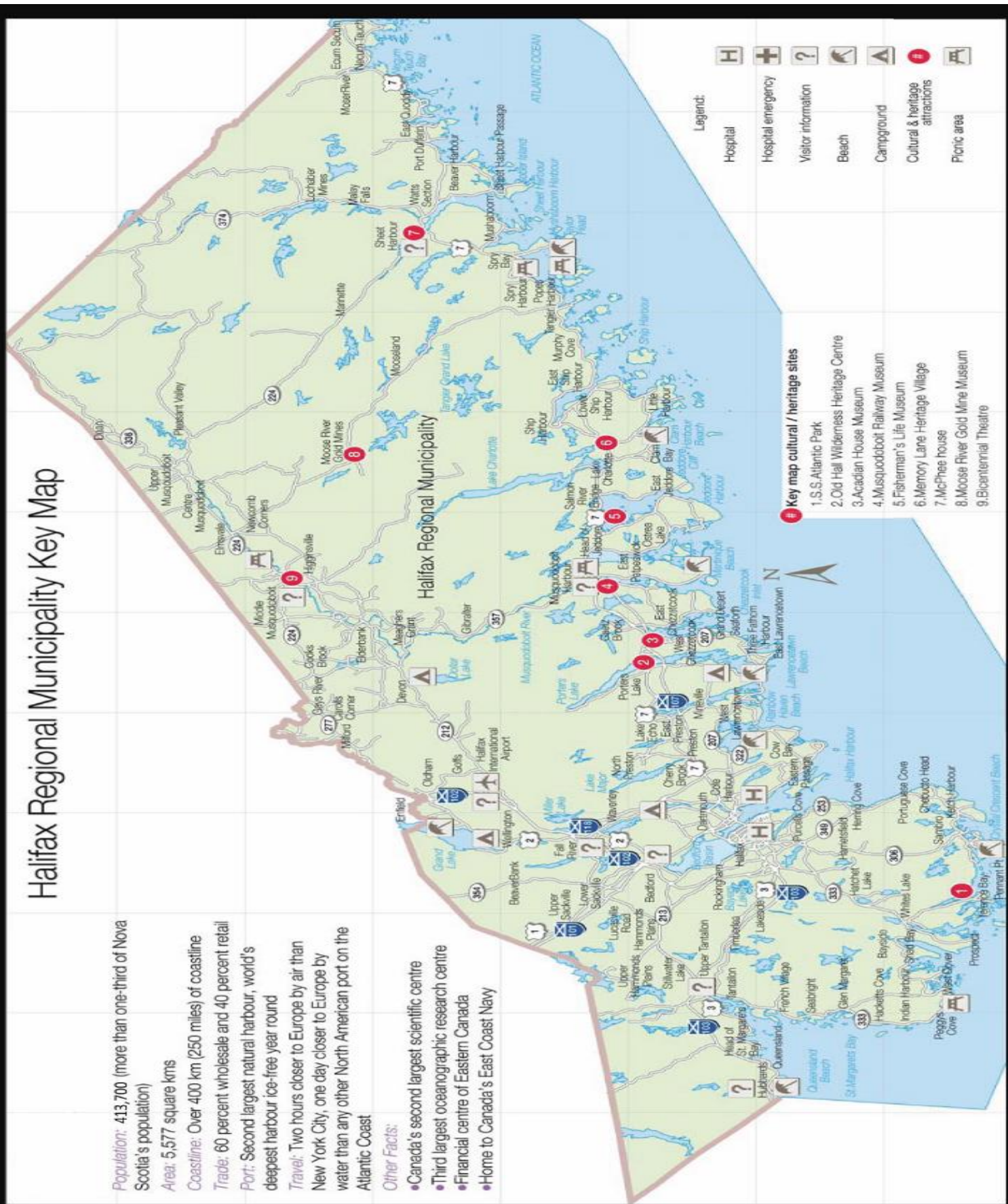
Trade: 60 percent wholesale and 40 percent retail

Port: Second largest natural harbour, world's deepest harbour ice-free year round

Travel: Two hours closer to Europe by air than New York City, one day closer to Europe by water than any other North American port on the Atlantic Coast

Other Facts:

- Canada's second largest scientific centre
- Third largest oceanographic research centre
- Financial centre of Eastern Canada
- Home to Canada's East Coast Navy



- Legend:**
- Hospital
 - Hospital emergency
 - Visitor information
 - Beach
 - Campground
 - Cultural & heritage attractions
 - Picnic area

- Key map cultural / heritage sites**
1. S.S. Atlantic Park
 2. Old Hall Wilderness Heritage Centre
 3. Acadian House Museum
 4. Musquodoboit Railway Museum
 5. Fisherman's Life Museum
 6. Memory Lane Heritage Village
 7. McPhee house
 8. Moose River Gold Mine Museum
 9. Bicentennial Theatre

Executive Summary

As a Municipality, Halifax is in a strong, healthy financial position. The long term financial position of the municipality is generally sustainable as evidenced by its debt position. In line with the long-term trend, the tax supported debt of the Municipality continues to steadily decline. Debt had peaked in 1998-99 at nearly \$350m but at the end of 2015-16 is expected to total \$256.3m, a decline of nearly \$100m, more than 25%. This has been achieved despite a substantial increase in the population and higher demands for capital expenditures. Today, debt per home stands at \$1,338. Debt represents only 1.2% of Halifax's gross domestic product, substantially less than that of most senior levels of government in Canada. Payments for principle and interest represent 6.2% of the budget, substantially less than the 15% guideline set by the Province of Nova Scotia.

Financial position healthy

- Tax supported Debt continues to decline (as per the Multi-Year Fiscal Policy)
- Capital from Operating is increasing to offset Infrastructure Maintenance (pay as you go)
- State of Good Repair (maintenance of current assets) is well funded
- Taxation growth is below changes in GDP, personal Income
- Growth in expenditures is less than inflation plus growth in dwelling units
- Efficiencies have been found within existing budgets but the focus in future years must switch to changing the way we deliver services to generate significant additional efficiencies.

Continued pressure on operating budget

- Increases in compensation, and the rate of inflation for municipal costs are both higher than the Consumer Price Index (CPI)
- There are some large capital projects on the horizon. These not only have substantial construction costs, but will come with annual operating costs that will increase annual expenditures
- Mandated Provincial Costs are rising
- Pressure for new, enhanced services

Ivany Report stresses risks to Province

- Need to review overall strategy to ensure we are sustainable in the long run
- Demographic issues; aging and declining population
- What is happening across Nova Scotia will affect Halifax
- Deed Transfer Tax is declining, due to the decline in the real-estate market.

Direction from Council for 2015-16

The Initial direction from Council was to:

- Decrease the Residential general tax rate by approx. **0.5%**,
- Decrease the Commercial general tax rate by approx. **1.9%**, and
- Decrease the Transit area rates by approx. **3.2%**.

The approved budget achieved Council's direction, plus the following additions were also included:

- Discontinue area rates to Municipal Recreation Facilities and increase General Rates to raise equivalent revenue.
- **Add 1 cent** to the Residential and Commercial tax rates to fund a reserve for Strategic Capital Projects.
- **Add 0.1 cent** to the Residential and Commercial tax rates to fund 7 Fire Services Positions. (Black Point and Sheet Harbour)

	2014/15	1.8% + Rec Area Rate replacement	1.8% + Rec + Strategic Capital	1.8% + Rec + Capital + Fire (Black Pt, Sheet Hbr)
Residential	0.658	0.658	0.668	0.669
Transit	0.156	0.151	0.151	0.151
Rec Area Rates	0.003	-	-	-
Subtotal	0.817	0.809	0.819	0.820
Commercial	2.939	2.884	2.894	2.895
Rec Area Rates	0.001	-	-	-
Subtotal	2.940	2.884	2.894	2.895

Summary of Key Trends

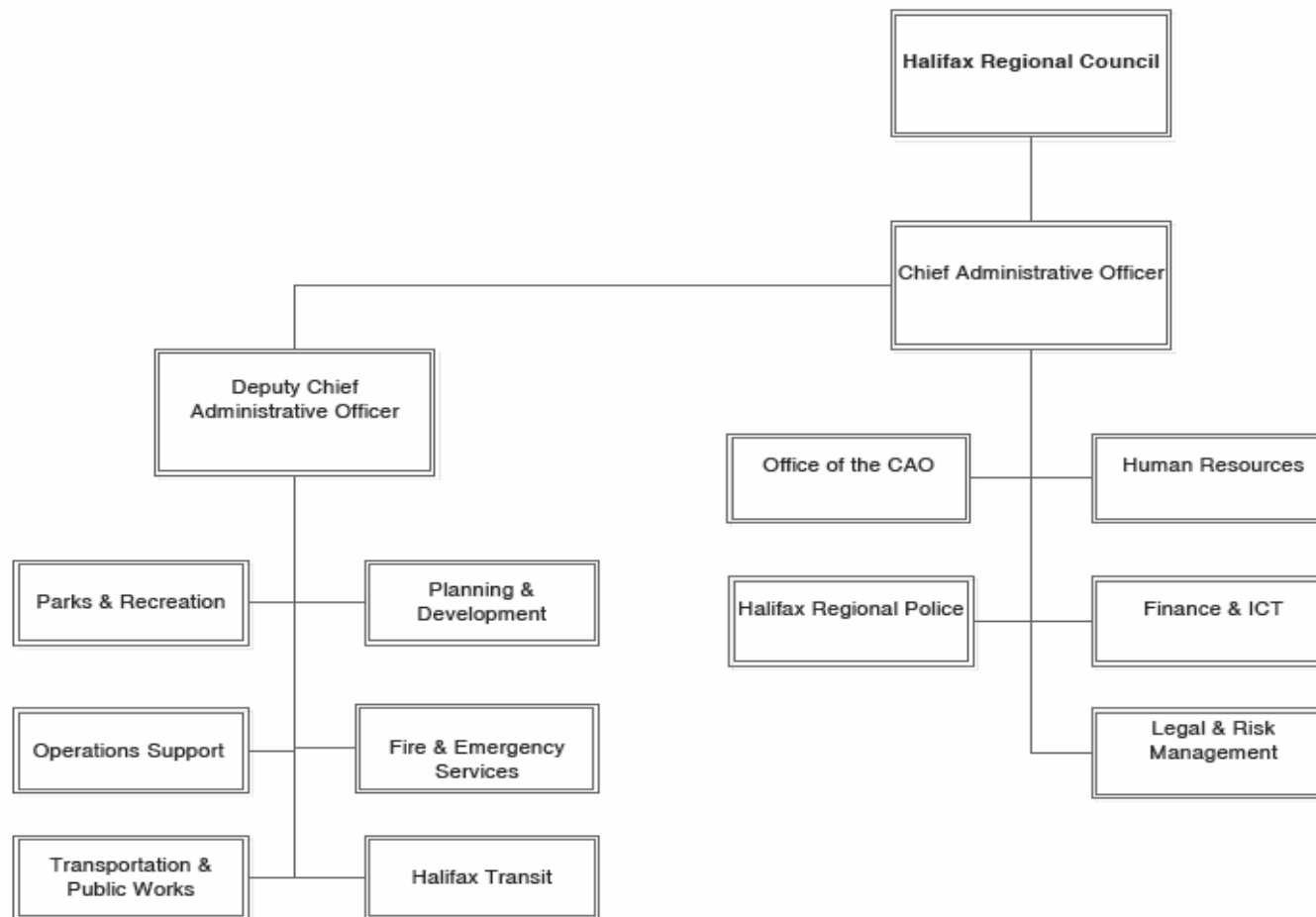
Residential	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Revenue ¹	211,666,656	231,243,000	233,612,266	247,692,000	255,997,000	270,657,100
Single Family Home Assessment	183,600	192,700	203,500	211,200	216,800	223,600
Single Family Home Tax	1,749	1,823	1,825	1,867	1,880	1,943
General Urban Tax Rate	0.7088	0.7088	0.661	0.668	0.658	0.669
Per Capita Income	\$36,938	\$38,705	\$39,807	\$41,258	\$42,472	\$43,971
Assessment Cap	0.0%	2.9%	3.9%	1.4%	0.9%	2.1%
Dwellings (000)	178.5	181.2	183.5	186.4	189.5	191.6
Population (000)	398.3	402.4	406.8	410.0	414.4	418.4
Residential Revenue/Income	1.44%	1.48%	1.44%	1.46%	1.45%	1.47%
Commercial	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Revenue ²	188,179,940	199,410,000	200,730,000	204,994,000	212,527,000	221,264,400
Average Commercial Assessment	1,112,700	1,183,000	1,253,100	1,292,600	1,375,800	1,450,700
Average Commercial Tax	38,744	41,192	41,240	41,790	42,471	43,971
General Urban Tax Rate	3.257	3.214	3.084	3.054	2.939	2.895
GDP Growth (Nominal)	5.0%	7.1%	2.7%	2.6%	4.6%	4.8%
Commercial Revenue/GDP	1.03%	1.02%	1.00%	1.00%	0.99%	0.99%
Commercial Revenue/Total	40.6%	40.1%	39.8%	38.9%	38.9%	38.7%
Other	2010-2011	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016
Inflation - CPI Halifax	2.0%	3.5%	1.7%	1.1%	1.8%	1.9%
Tax Supported Debt (\$000)	280,802	275,300	270,400	265,200	261,100	256,300
Debt per Household	1,573	1,519	1,473	1,422	1,378	1,338
Capital from Operating (\$000)	35,364	40,354	42,766	47,156	47,812	47,243

¹ Includes resource revenues.

² Includes Business Occupancy revenues & Tax Agreements

Halifax Regional Municipality

October - 01 / 14



Introduction to Halifax

Halifax Regional Municipality (HRM) is Nova Scotia’s largest and most diverse municipality. Nearly 44 per cent of the provincial population resides within HRM (Statistics Canada, 2014). HRM has significant suburban and rural content, with a sizeable urban mix. The land area of the municipality – equal to 5,577 square kilometres is larger than that of Prince Edward Island (PEI). As of 2014, Halifax is home to 414,000 residents living in 200 communities.

European settlement coincided with the founding of Halifax in 1749. Nine years later, an election for Council members was held with the city becoming a forerunner in the later emergence of democratically elected governments in North America. Historical nuances have greatly influenced regional development, with over a million immigrants arriving in Canada through Pier 21 during the post-war period in Europe.

HRM is a modern example of urban, suburban and rural living in Canada. Areas of note include the historic downtown areas on both sides of the world’s second largest natural harbour; 400 kilometres of shoreline, fertile agricultural land in the Musquodoboit Valley and suburban communities such as Bedford, Sackville and Cole Harbour.

The Halifax Regional Municipality is committed to supporting business development and economic growth, boasting one of Canada’s most educated labour forces and a nimble private sector composed of both domestic and export focused industries. Nova Scotia is set to experience 2.3% real GDP growth this fiscal year, with the region of Halifax set to grow 2.9%, both above the Canadian average (TD Economics, 2015). Notable future economic developments include the federally awarded shipbuilding contract at Irving Shipbuilding and the pending approval of the Comprehensive Economic and Trade Agreement (CETA) between the European Union and Canada.

HRM Statistics (2014)	
Population:	414,400
Population growth:	1.1 %
Dwelling unit growth:	1.3 %
Inflation (CPI increase):	1.8 %
Median Family Income (2011)	\$78,700
Avg. Residential Assessment, Single Family Home (2015)	\$223,600
GDP (nominal)	\$22.0 Billion
Taxable Assessment Base (2015)	\$42.3 Billion

The Local Economy

Halifax has a diverse economy; notable sectors include trade, health care, professional services, education and public administration. Employment averaged 223,300 jobs during 2014/15.

In light of the macroeconomic slowdown in 2008-09 and subsequent periods of slow growth, Halifax has seen growth in jobs of nearly 9,000 and 13,000 new homes. In 2013-14, building permits reached \$660 million, down slightly from 2012. According to the Atlantic Provinces Economic Council (APEC), spending in Halifax totalled nearly \$1.5 billion. Growth drivers include offshore natural gas production at Deep Panuke, a falling Canadian currency and a demand recovery in the United States. On a go forward basis, real GDP growth is expected to reach 2.9% owing to a continued acceleration in the export sector and the beginning of work at Irving Shipbuilding.

The Municipal Government

- Halifax is governed by a Council/Chief Administrative Officer form of government, including one Councillor for each geographic area and an independently elected Mayor. Currently, there are 16 Councillors representing 16 distinct areas of HRM. The Chief Administrative Officer (CAO) provides advice and guidance to Council, while carrying out relevant Council policies and programs. The Municipality has over 4000 employees providing a wide range of services and programs as mandated by Regional Council.

Services include:

- Public Transit
- Policing
- Fire and Emergency
- Streets and Roads and Sidewalks
- Recreation and Cultural Programs
- Libraries
- Community Planning
- Economic Development
- Regulatory and Compliance
- Environmental Stewardship
- Environmental Services (water, waste water and storm water management services are provided by the Halifax Regional Water Commission)

The Municipality operates on a 12 month fiscal cycle, from April 1st to March 31st of the following year. Under provincial law, it is required to prepare an operating budget for ongoing items such as salaries, wages and other recurring costs, in addition to a capital budget for fixed assets. The operating budget is balanced. The capital budget is financed through a combination of debt, cost sharing, reserves and transfers from the operating budget. (Capital from operating)

Discussion and Analysis

Strategy, Planning and Key Initiatives

Halifax Council has identified priority outcomes to provide a viable future vision for the municipality. Outcomes fall under the following themes: Transportation, Healthy Communities, Economic Development and Governance & Communication.

Council’s priority outcomes guide the short and long term investments for Halifax and address key issues facing different communities. They represent Council’s commitment to addressing issues during their time in office. These themes are not mutually exclusive and are often interdependent of one another. These themes help to assist Council and staff in planning and executing priorities.



Below are some of the key initiatives in support of Council's priority outcomes:

Priority Theme	Key Initiative
<p align="center">Healthy Communities</p>	<p>Accessibility- The CAO's Office will provide direction and oversight in defining an inclusive and accessible community, establishing coordination and reporting model for Halifax's Inclusive and Accessible initiatives, and developing an Accessibility Policy for Halifax.</p>
	<p>Crime Reduction - HRP will work toward significantly reducing crime and significantly increasing safety in all Halifax communities by implementing various crime prevention and reduction tactics including but not limited to a revised Crime Reduction strategy that targets specific criminal elements.</p>
	<p>Increased Access to Recreation and Culture - Parks and Recreation Services will continue to explore opportunities for improved access to recreation and culture programs and services. This will include expanding barrier-free accessibility and inclusion, unstructured play, mobile/special event outreach opportunities and partnerships with the Province of Nova Scotia and the Halifax Regional School Board to increase access to recreation programs at major facilities and community access to schools.</p>
	<p>Pedestrian Safety - To help ensure overall pedestrian safety for Halifax residents, TPW will lead the pedestrian safety initiative. This will include preparation of an annual pedestrian safety plan containing a long-term comprehensive plan and recommendations for consideration in the 2015/16 fiscal year. Together with partners in Corporate Communications and HRP, approved engineering, education, and enforcement programs will be implemented</p>
<p align="center">Transportation</p>	<p>Transit Technology - Through the implementation of improved transit technology including Computer Aided Dispatch/Automated Vehicle Location (CAD/AVL), Electronic Fare Management Systems, and Bus Stop Announcement, mobile technology, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system.</p>
	<p>Transit Service Plan - To ensure Halifax Transit is offering the residents the best transit system that promotes high ridership opportunity and fosters future sustainability, Halifax Transit is undertaking a multi-year initiative that includes a holistic and comprehensive review of the transit system and implementation of approved recommendations.</p>
	<p>Transportation Planning - Demand for regional mobility will be measured and projected, informing the projects and programs that will meet those demands in a sustainable manner. Priority Plans for Active Transportation, Transportation Demand Management, Road Network and Parking have been developed and will provide guidance. Transportation Planning will continue to work to provide evidence based development plans to support future transportation networks.</p>
	<p>Road Network Improvements - Halifax will establish road network priorities through the Road Network Priorities Plan. The Plan will outline new and continued improvements to the road networks, including disruption management, corridor improvements, replacement of the traffic signal integration system and equipment installation.</p>
<p align="center">Economic Development</p>	<p>Centre Plan - The Urban Design Project Team is leading the development of a comprehensive Centre Plan that will help guide growth in the Regional Centre over the next 20 years. The council approved Regional Plan (RP+5) sets growth targets for the Regional Centre as well as a Vision Statement and Guiding Principles for the Centre Plan project. The Centre Plan is comprised of technical studies, work with communities and stakeholders throughout the Regional Centre, and policy and bylaw review that all leads to a new Centre Plan Municipal Planning Strategy & Land Use By-Law for the Regional Centre.</p>
	<p>Diversity and Inclusion - In support of building a welcoming community for new and existing residents, the CAO's Office will place a focus on promoting immigration. This initiative includes leading implementation of Halifax's Welcoming Newcomers Plan, establishing a Diversity and Inclusion Office, and active support of the Local Immigration Partnership.</p>

	<p>Intelligent Community - To provide Halifax with an advantage as a location of choice for businesses, investors, and residents; Finance & ICT will lead the creation of an “Intelligent Community” vision and strategy and will actively seek out innovative opportunities to profile Halifax. Intelligent communities are communities that have a combination of excellent communications infrastructure, knowledge workforce, innovation, digital inclusion and marketing and advocacy.</p>
	<p>Tax and Fiscal Strategy - Finance & ICT will reshape Halifax tax and fiscal strategies to meet the emerging and long-term environment including demographic and economic changes. Consideration will be given to structural and/or strategic changes that encourage a more resilient and sustainable future for Halifax.</p>
Governance & Communication	<p>ABC Governance Review – Halifax’s Agencies Boards and Commissions (ABC’s) will be better enabled to focus on delivering within the specific mandate provided by Regional Council. A comprehensive review will ensure that ABC’s are established with a clear mandate, roles, responsibilities, and appropriate oversight to enable success.</p>
	<p>Multi-District Facility Project - Recreation services are currently delivered through a variety of facilities, program offerings and governance structures. Eight different governance models are utilized for the operation of Halifax owned facilities. Phase 2 of the MDF project will continue with the implementation of Council direction on a governance model for Multi-District Facilities. Facilities in the MDF project include: Alderney Landing, Canada Games Centre, Centennial Pool, Cole Harbour Place, Dartmouth Sportsplex, Halifax Forum and Sackville Sports Stadium.</p>
	<p>Arts and Culture Initiatives - Based on the findings and recommendations of the Special Advisory Committee on Arts and Culture (SACAC) and the Comparative Cultural Investment Analysis presented to Council in 2014, Parks and Recreation will establish a governance model for an arts and culture committee (Arts Halifax), and develop a Cultural Spaces plan that includes needs assessment, feasibility studies and service delivery models that may include new cultural spaces and/or recapitalization of existing facilities.</p>

In addition to Council’s Priority Outcomes, Halifax Executive has established four “Administrative Pillars”; Financial Responsibility, Our People, Health & Safety, and Service Excellence to guide the organization in establishing priorities that support continuous improvement, credibility, and accountability in the Halifax Public Service. The following are some of the Key Initiatives in support of the Administrative Pillars:

Administrative Pillar	Key Initiative
Financial Responsibility	<p>Enterprise Asset Management - The program involves developing both technology as well as new business processes to provide information which enables life-cycle cost based decisions on assets, and providing a better understanding of the relationship between assets and service delivery. This program is being developed in conjunction with Halifax Water and strives to provide a complete "city-wide" view of managing public assets.</p>
	<p>Solid Waste Program Improvements - Solid Waste Resources will undertake a number of initiatives intended to improve the environmental stewardship and fiscal performance of the waste management system.</p>
	<p>Performance Management - Halifax is striving to become a more performance managed organization. A comprehensive Performance Measurement and Reporting Framework are being developed. This includes definition of services, establishing service standards, developing performance reporting process, and ultimately supporting the use of performance information to enhance and improve service delivery.</p>
	<p>Expenditure Management - An enhanced approach to Expenditure Management will be implemented. With the goal of continuously reducing the cost of any activity, this systematic approach is critical to: (a) ensuring that the cost of services, and the taxes that pay for them, remain affordable; (b) promoting continuous improvement; and (c) delivering value to</p>

	citizens. Inflation exerts constant upward pressure on cost, and the only way to prevent this from putting upward pressure on taxes is to continuously find more efficient ways to do things
Our People	The People Plan -Complete the development of the 2015-2018 People Plan and begin implementation. Human Resources' multi-year People Plan is a foundational strategy for the Plan-on-a Page "Our People" pillar. The ultimate goal is to have the right people in the right jobs doing the right things at the right cost.
	Workforce Planning - Implement a Workforce Planning Model to ensure the organization is positioned to address its current and future workforce challenges. The Plan will support having the right people, with the right skills, in the right job, at the right time, at the right cost in order to achieve the priorities of Regional Council.
Health & Safety	Occupational Health and Safety Plan - Complete the three (3) to five (5) year Occupational Health and Safety Plan in partnership with the Business Units and begin implementation. The plan will include strategies to reduce incidents/accident trends and risk, while focusing on consistency of awareness and compliance. The plan will also include monthly/annual reviews, reporting on measurements and Health & Wellness Safety Talks
	Health, Safety, and Wellness Plan - Continue the development and execution of the Health, Safety & Wellness Plan. Guide and support the implementation plan with a focus on prevention, accident reduction and building a safety 1st culture for 2015/16 program elements (Year 2).
	OHS Incident Reporting - Implement year 2 of OHS Incident reporting including standardized incident investigation and training with a focus on accident prevention.
Service Excellence	Customer Service Culture - In support of the Service Excellence Pillar, the Municipality will develop a strategy to improve upon the quality of customer service provided by the organization. A cross functional team will be developed to create the strategy, define corporate service excellence, and collect citizen satisfaction baseline data. The long-term goals include linking the needs of residents to improvements in service quality; accurate service delivery standards; and streamlined service delivery.
	311 Service Improvements - Review Tools and Technologies to improve the customer experience when communicating with the municipality - Purchase and implement new telephony solution for the 311 Call Centre.
	Continuous Improvement - Commence implementation of Halifax's Continuous Improvement Process (Lean) through training, communications, process support, toolkits, and regular monitoring.

Analysis of Financial Information

Halifax remains financially robust on a comparative basis, based largely on a stable taxation base and a housing market that is generally lower risk compared to other Canadian cities. Expenditure levels generally follow headline inflation, real GDP growth, and real wage growth. Halifax benefits from being part of a larger cohesive institutional framework between the provinces and the Federal Government. Fiscal rigour sought by council and carried out by the executive and staff has enabled Halifax to score exceptionally well on the Province's test of municipal financial sustainability.

Halifax's taxation revenue will continue to benefit from strong labour market flexibility, modest real wage growth and stable employment growth in the long run.

Preparing and finalizing a budget for Halifax is an extensive exercise which includes many repetitive steps. There is tremendous demand for new and improved services as well as the maintenance of existing services; extension of current services to new homes and businesses; and, the ongoing maintenance of nearly \$2 billion in municipal assets. Balanced against this is the need to set appropriate tax rates on homeowners, businesses and others. The revenues from these rates allow for the provision of these services. Regardless, the proposed tax levy must be balanced against the value to society of those services, the ability of taxpayers to pay for those items, and the broad competitiveness that the mix of services and taxes will support.

Fund Descriptions

The Municipality of Halifax's revenues and operations are separated into three separate funds. Each fund is a separate fiscal and accounting entity organized for their intended purpose. The Halifax Regional Municipality Charter is the primary legislation under which these funds comply, in accordance with governance, legal and financial requirements.

General Operating Fund

The General Operating Fund includes all the financial revenues for municipal services and programs not accounted for in any other fund. This is the largest of the funds with revenues collected through property taxes, user fees and other revenue sources. The General Fund also includes a provision for contributions to the Capital Fund (Capital from Operating), and the Reserve Fund.

Capital Fund

The Capital Fund is all revenues and financial sources used to acquire and maintain capital assets, in order to support the many services provided by the Municipality. These assets include buildings, roads, transit and other fleet vehicles, solid waste, parks & playgrounds, recreation facilities and technology. In addition to the Capital from Operating contribution, this fund is also made up of debt.

Reserve Fund

The Reserve Fund is used in planning for Halifax's future needs, assisting in removing unstable and unpredictable tax rates and provides funding for opportunities that may arise, in accordance to the Financial Reserves Administrative Order. Reserves are grouped as Operating Reserves or Capital and Equipment Reserves. Reserves are required to have an approved Business Case which outlines the intent and purpose of the reserve. All reserves are to meet one of the following purposes:

- a) a contingency fund for opportunities;
- b) a contingency fund for risk; or
- c) a saving funds for current and future obligations.

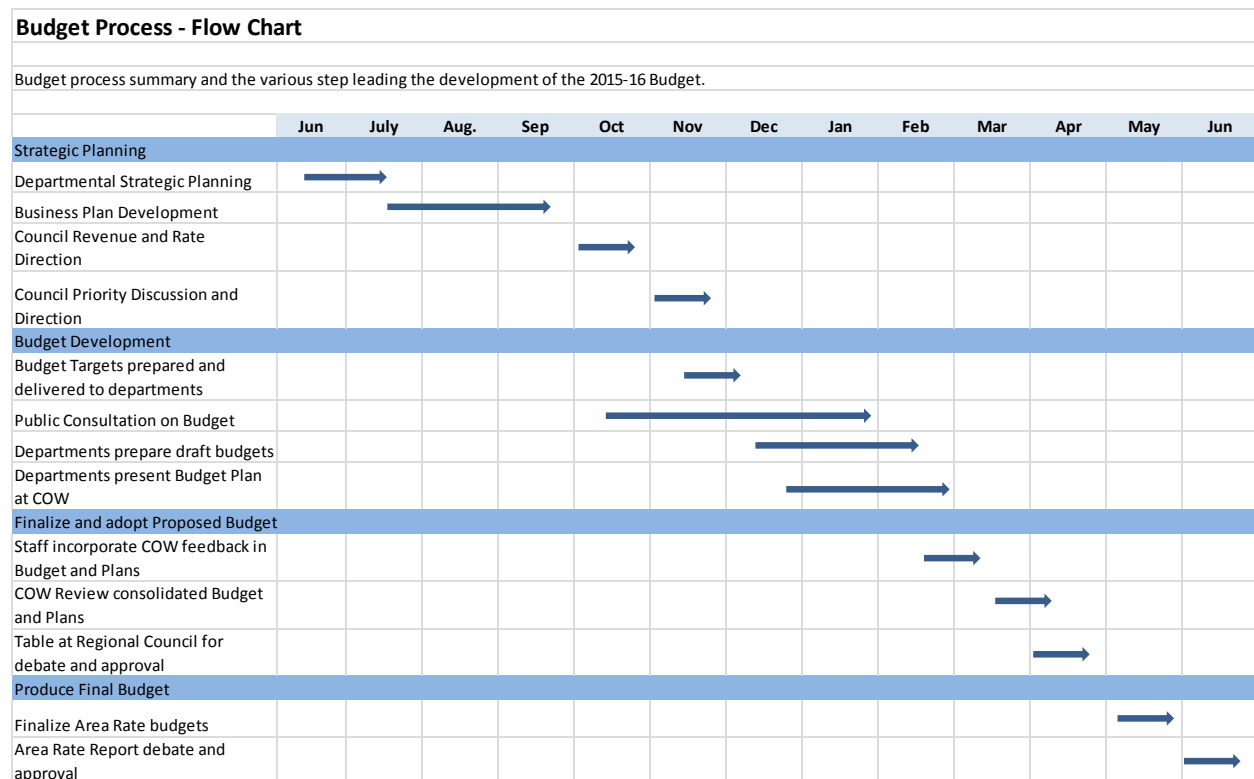
Withdrawals from the reserve fund require the approval of Council through a recommendation of Council. Interest is applied to all reserve funds on a monthly basis. Council approves an annual reserve budget, which outlines the revenue source to each reserve as well as withdrawals to fund either capital projects, or operating costs. Reserve Fund balances are reported to Council on a quarterly basis.

2015-16 Budget Direction from Regional Council

Council provides direction to staff on annual budget development. Under this approach, the budget is a continual process that begins with the establishment of tax and other relevant assumptions. Primary direction from Council occurred on October 21st, 2014. Council instructed staff to hold average residential and commercial tax bills to the rate of inflation of 1.8%. Additionally, staff were directed to provide an alternative scenario with no increases to average tax bills.

Council also directed that:

- Public Consultation be undertaken through Community Council presentations, public participation at Committee of the Whole and the on-line budget tool (October 21, 2014)
- Area rates for Municipal Recreational Facilities be general rated and the suburban/rural tax boundaries be merged (November 18, 2014)
- An additional 1 cent be placed on the tax rate to fund strategic capital projects (June 5, 2014).



Key Assumptions for 2015-16

The budget process is a considerable exercise taking several months and rigorous internal review. Initial budget submissions are presented to the Committee of the Whole (COW). The final proposed budget is recommended to COW by the Chief Administrative Officer, although the Police Commission approves and recommends the specific details of the police budget.

Underpinning budget formulation are various macroeconomic and policy assumptions. These assumptions are principally derived from the Conference Board of Canada's Metropolitan Outlook (Fall, 2014), with additional information from Statistics Canada and PVSC. Key assumptions considered in budget design are:

Key Assumptions for the Budget

- Inflation for Assessment Cap	2.1%
- Inflation	1.9%
- Number of new homes	2,027
Year over Year Percent Change	1.1%
- Population Growth	1.0%
- GDP Growth	4.8%
- Income Growth	3.2%
- US\$ Price per Barrel (WTI)	\$67.00
- Gasoline Price per Litre	65.2¢
- Diesel Price per Litre	80.0¢
- Short Term Interest Rate (internal)	0.95%
- Debenture Interest Rate	2.74%

These assumptions have been used in different ways for development and review of the budget. For example, Business Units have not been provided automatic inflation adjustments, but have been required to find such pressures within their individual budgets. Gasoline and diesel prices reflect larger macroeconomic influences, largely global excess demand for oil and the resource oriented nature of the Canadian dollar relative to other currencies. Halifax is exempt from the federal portion of HST (5%) and receives a rebate of over 50% of the provincial portion for fuel purchases.

Policy Area Changes

A re-designed reserve framework (Administrative Order 2014-015-ADM) which sets an approach to reorganize reserves into three categories: opportunities, risk and future obligations.

Projects that are not tangible capital assets (TCA) are being moved from the capital to the operating budget.

A studies reserve is being established for significant studies that span more than one fiscal year.



2015-16 Budget Objectives and Challenges

The objectives of this budget are to maintain the existing municipal programs and services with appropriate service levels, while controlling expenditures. Other significant assumptions include:

- **Conservative budget of revenues and expenditures.** Conservative projections help that adequate resources will be available to meet budgeted obligations.
- **Continued pressure on the operating budget.** Compensation continues to increase and Municipal inflation is higher than CPI (Consumer Price Index), combined with a decline in the Deed transfer tax due to declining housing activity. Budget was balanced due to controlled expenditures; however, there is a need for a focused approach to alternative service delivery.
- **Halifax Regional Fire & Emergency's Master Fire Plan/Operation Review (phase 2).** Was presented to Council, which resulted in adding .1 cent to the residential and commercial tax rates to fund 7 fire service positions (Black Point/Sheet Harbour)
- **Debt continues to decline.** Following the Multi-Year Financial Strategy (MYFS); the tax supported debt is expected to fall by \$5m to \$256 million this year.
- **Maintenance of our current assets (state of good repair) is well funded.** HRM asset condition has stabilized since 2010; and in an effort to maintain the condition of municipal assets, this budget allocates \$93.2m on rehabilitation and replacement of existing assets.
- **Capital Budget** that includes new and upgraded recreation facilities while emphasizing a state of good repair and road network improvements, with a reduced reliance on funding from debt sources.
- **Strategic Capital Projects.** Council approved \$0.01 increase to the Residential and Commercial tax rates to fund a reserve for future Strategic Capital Projects.

Key Changes for 2015-16

Analysis of Expenditure Budget changes		(millions)
2014-15 Expense Budget		\$844.3
Increase Compensation & Benefits		10.5
New Staff	3.8	
Existing Staff	6.7	
Increase External Services		13.6
Other Goods & Services		2.9
Transfer to Other Governments		2.9
Capital from Operating		(0.6)
Annual Increase	9.7	
Transfers to Operating	(10.3)	
Decrease in Fuel/ Gas		(1.1)
Transfer to Reserves		(1.5)
Decrease Debt Service		(1.9)
2015-16 Expense Budget		\$869.1

Included in the above amounts are a number of service and contract changes. Those increases include:

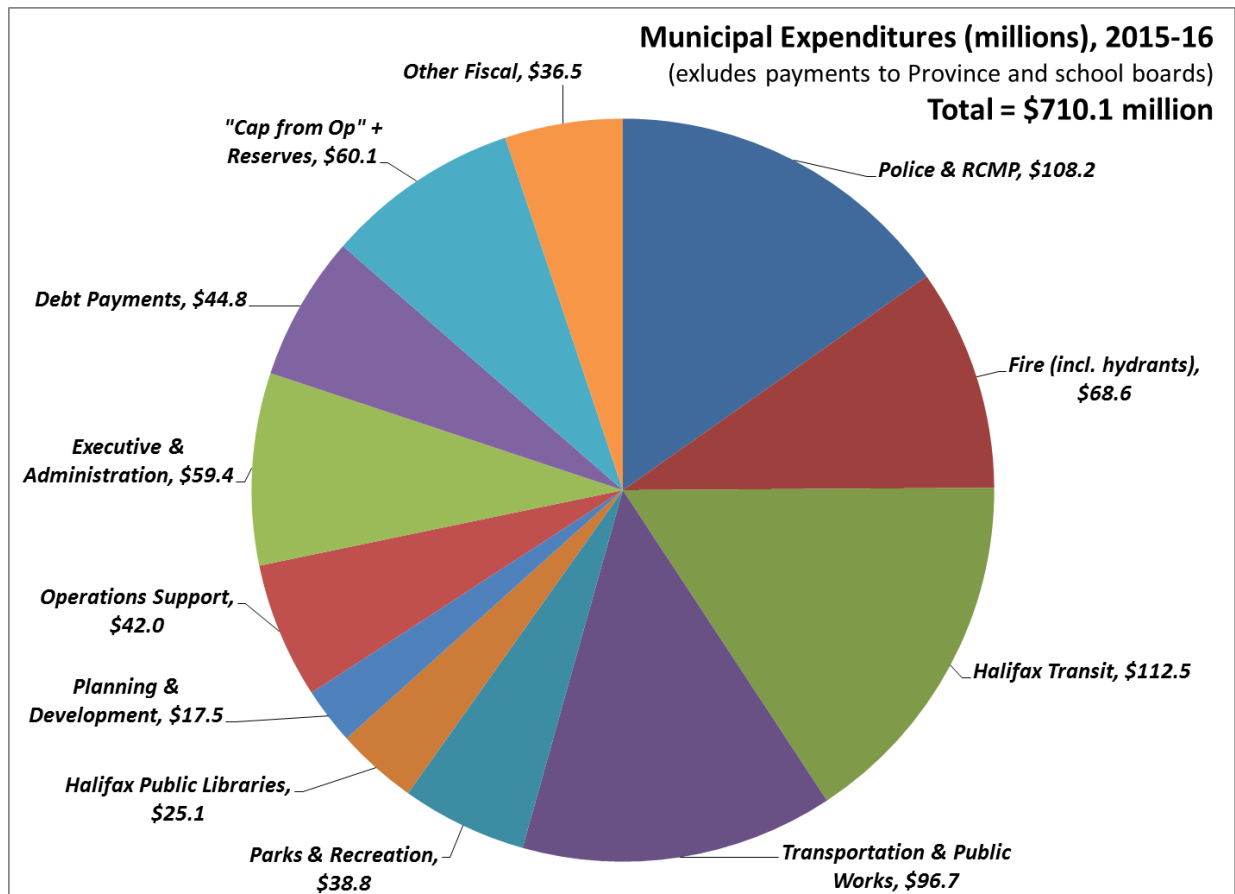
- Strategic Capital Project Reserve - \$5M
- Increase to Snow & Ice Budget - \$1.7M
- The New Central Library - \$1M
- World Trade Centre - \$517K
- PVSC Permit Data Exchange - \$469K
- Increased staffing of Firefighters - \$310K
- Weed Control Lake Banook/Mic Mac - \$210K

Expenditures

Halifax has an operating budget of \$869 million to cover the cost of municipal services and the provincial services that it is required by law to pay for. The largest municipal services, by cost, are:

- Halifax Transit
- Regional Police and RCMP
- Transportation and Public Works
- Fire and Emergency Services

Within the cost of these services, compensation is the largest single cost, totalling \$346 million in 2015-16. Many services use external contracts (RCMP, solid waste collection, and snow and ice removal) which total \$110 million. Halifax owns a substantial number of buildings and vehicles, these costs add \$31 million to operational costs. Payments for debt charges, reserve transfers and capital from operating total \$112 million. Taken with provincial services, these account for 85% of the budget.



Provincial services are expected to total \$142 million in 2015-16 and cover Mandatory Education, Corrections, Housing and the Provincial Valuation Services Corporation (PVSC).

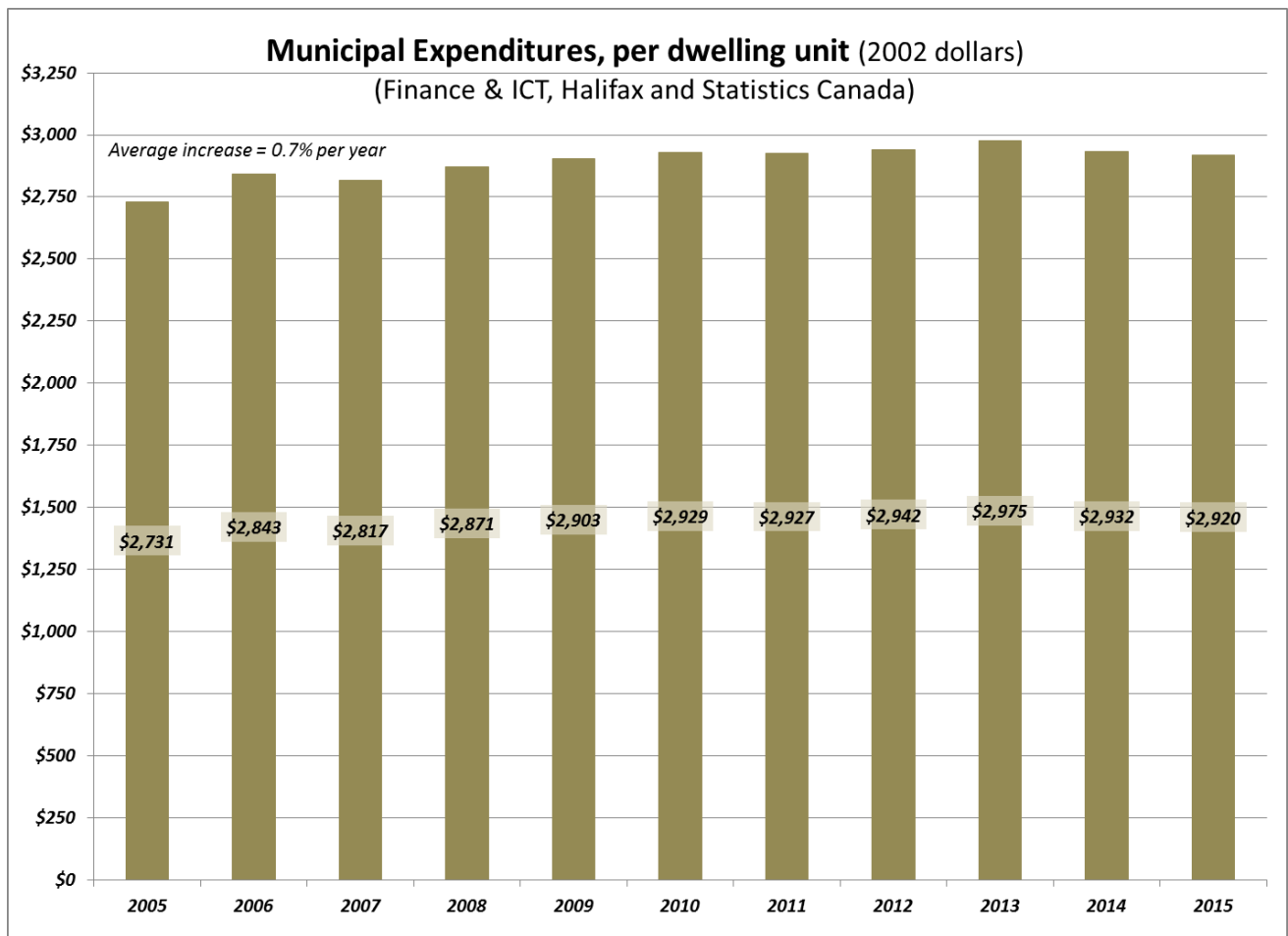
Significant cost drivers include inflationary and contract pressures on compensation, external contracts and rising demand for services for new homes. Regulatory requirements also create cost pressures in such areas as solid

waste, the environment and the change to LED streetlights. Council mandated transit expansion has significantly grown costs in the last five years with increasing growth in assets, employees and routes.

Halifax has a number of assets that it owns and maintains, including streets, sidewalks, buildings and vehicles. The book value of its tangible capital assets was \$1.813 billion as of Dec 31, 2014. Funding the replacement of aging assets and maintaining new assets for service expansion exert upward cost pressures. For example, when Halifax opened its new \$57 million library, operational budget pressures increased \$1.6 million in 2014-15 with an additional \$977,000 in 2015-16.

The municipality has made sizeable savings on the long term costs of expanding the Otter Lake landfill. By depositing \$8 million into reserve annually, ongoing expansion of these landfill cells is well funded. However, due to structural changes with the cells, the lifecycle has expanded considerably, and as such, the \$8 million can be re-directed to other capital needs. Additionally, business units found \$5.3 million in savings to help offset inflationary pressures.

In short, municipal expenditures have grown in line with growth in inflation and dwelling units. Municipal expenditures have grown in line with the growth in inflation and the number of dwelling units. In 2002 dollars, the cost per home of municipal services fell for the second consecutive year.



Compensation and Staff

Halifax employs a wide variety of permanent, part-time, casual and seasonal individuals; equivalent to 4,229 FTE's (Full-Time Equivalents).

Within the Municipality, there are nine collective agreements, three of which expire in 2015-16.

	FTEs	Total Current Base Salaries & Benefits	Expiry Date for Collective Agreements
Amalgamated Transit Union (ATU)	817.5	\$55.5 million	August 31, 2016
Canadian Union of Public Employees (CUPE 108)	350.0	\$21.1 million	October 31, 2015
Canadian Union of Public Employees (CUPE 4814)	66.7	\$1.7 million	March 31, 2017
Halifax Regional Police Association (HRPA)	624.5	\$65.3 million	March 31, 2015
International Association of Fire Fighters (IAFF 268)	460.0	\$49.0 million	May 31, 2016
NS Union of Public Employees (NSUPE 13)	642.9	\$42.1 million	October 31, 2014
Non Union	929.3	\$65.1 million	not applicable
Library Non Union	40.0	\$3.8 million	not applicable
Library Union (NSUPE 14)	298.0	\$14.3 million	March 31, 2014
Total	4,228.9	\$317.9 million	

In line with being the most prosperous municipality in Atlantic Canada, Halifax boasts a competitive labour market. Unemployment stands at 6.1%, below the provincial and national averages. Between 2014 and 2015, increases in demand for labour exceeded labour force growth by 15%. To balance competitive pay with fiscal management, Halifax adheres to setting its market rate at the midpoint or 50th percentile of its identified market, meaning 50% of organizations in the comparator market will pay more than HRM and 50% will pay less.

Pension Plan

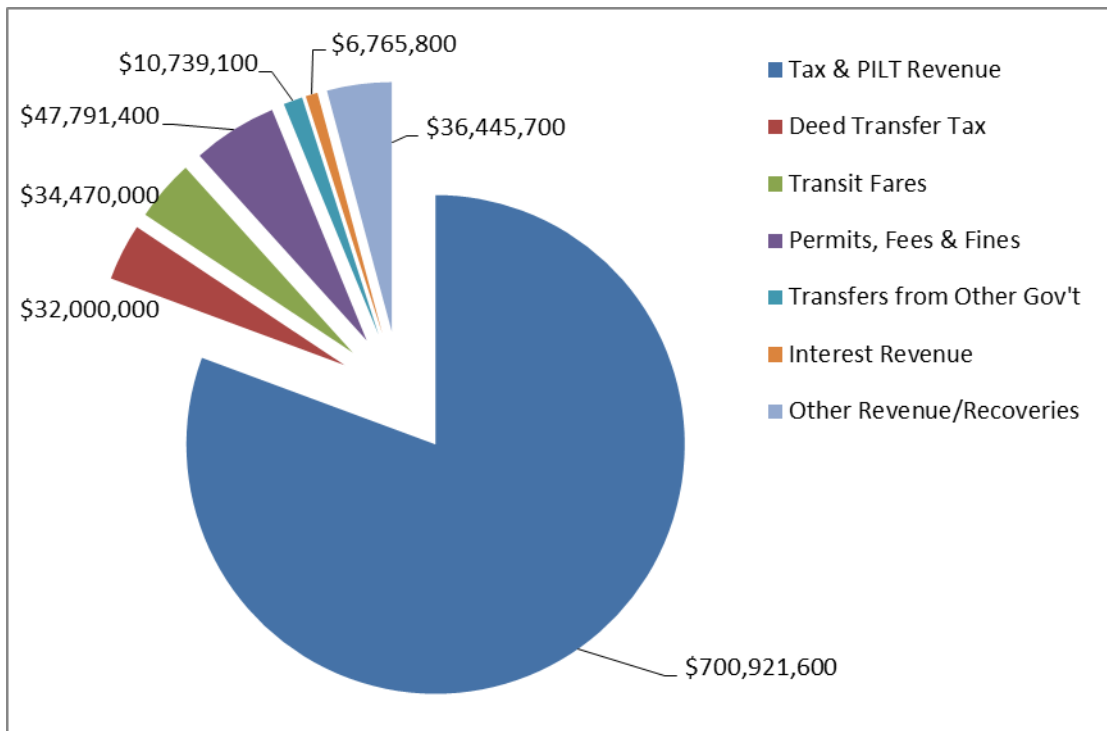
Halifax's employee benefits program includes membership in its pension plan (HRMPP). As of December 31, 2013, the plan had approximately \$1.3 billion in assets compared to \$1.5 billion in accrued pension liabilities for a going concern funded ratio of 86%. This is up slightly from a ratio of 85% as of December 31, 2012. The going concern valuation provides an assessment of the plan's financial position at the valuation date on the premise that the plan continues into the future indefinitely.

The financial position of the HRMPP is also determined on a solvency basis. A determination of solvency assumes the plan is closed and wound up on the valuation date. A wind-up of the HRMPP is unlikely, though solvency determination is obligatory under the Nova Scotia Pension Benefits Act (PBA). As of December 31, 2013, the HRMPP had \$1.29 billion in assets and \$1.87 billion in liabilities with a subsequent solvency ratio of 69%. This is up from 60% in 2012. In December 2012, the PBA regulations were changed to eliminate the need for the HRMPP to fund solvency deficits. By eliminating the need to fund solvency deficits, benefit and funding levels will be more stabilized. The plan is still required to amortize and fund deficits determined on a going concern basis. Of the current aggregate contribution rate of 23.9% of pensionable earnings, 6.4% is to fund the amortization of going concern deficits. Such contribution rates are split approximately in half between the employer and employees who are HRMPP members.

Revenues

Revenue estimates are calculated once the Provincial Valuation Services Corporation (PVSC) provides the Assessment Roll in late December. Staff review and validate the data, which is then run through an assessment tool to determine the proposed revenues based on the tax rates requested by Council.

Property tax revenues form the largest share of revenues; including payments in lieu of taxes (PILT), they total 81% of revenues.



Notable other sources of revenues include transit fares and the deed transfer tax. Both interest and deed transfer tax revenues are forecast to decline in 2015-16 due to macroeconomic conditions, namely low interest rates and stagnant growth in demand for housing. Revenues from fares, permits, fees and fines are expected to grow modestly (1%). Property taxes and PILTs for federal and provincial property will provide the most significant revenue increase of \$23.8 million.

Taxation

Similar to many advanced economies, Halifax's main source of revenue is derived from the tax on the assessed value of properties, using different property tax rates. Residents pay either an urban general rate, which includes the cost of sidewalks, or a general tax rate (in suburban and rural areas) that does not include sidewalk costs. Halifax Transit services are funded by two separate tax rates, a regional transportation rate that is paid by those residing in the urban and commuter shed areas. The local transit tax is paid by those within 1 km of a bus stop and funds conventional transit routes and Access-a-Bus services. Commercial taxpayers pay either an urban/suburban or rural general rate.

Residential & Resource Property Tax Rates				
per \$100 of Assessed Value				
General Rates	2014-15	2015-16	change	
Urban	0.658	0.669	0.011	1.7%
Suburban	0.625	0.636	0.011	1.8%
Rural ¹	0.619	0.636	0.017	2.7%
Transit Rates				
Regional Transportation	0.051	0.049	-0.002	-3.9%
Local Transit	0.105	0.102	-0.003	-2.9%
Other Municipal Rates				
Supplementary Education	0.033	0.030	-0.003	-9.1%
Fire Protection	0.019	0.019	0.000	0.0%
Mandatory Provincial Rates				
	2014-15	2015-16	change	
Education	0.302	0.302	0.000	0.0%
Property Valuation Services	0.018	0.018	0.000	0.0%
Correction Services	0.018	0.017	-0.001	-5.6%
Metro Reg. Housing Authority	0.007	0.008	0.001	14.3%
Total Mandatory Provincial	0.345	0.345	0.000	0.0%

Note: 1. Municipal Recreation Facility area rates were removed, effective April 1, 2015.

Commercial & Business Occupancy Property Tax Rates				
per \$100 of Assessed Value				
General Rates	2014-15	2015-16	change	
Urban	2.939	2.895	-0.044	-1.5%
Suburban	2.939	2.895	-0.044	-1.5%
Rural	2.590	2.566	-0.024	-0.9%
Other Municipal Rates				
Supplementary Education	0.093	0.083	-0.010	-10.8%
Fire Protection	0.053	0.053	0.000	0.0%
Mandatory Provincial Rates				
	2014-15	2015-16	change	
Education	0.291	0.301	0.010	3.4%
Property Valuation Services	0.010	0.010	0.000	0.0%
Correction Services	0.008	0.008	0.000	0.0%
Metro Reg. Housing Authority	0.006	0.007	0.001	16.7%
Total Mandatory Provincial	0.315	0.326	0.011	3.5%

The tax rate is not an adequate benchmark to compare taxes in other jurisdictions. Halifax's average tax bills compare favourably nationally, with residential tax burden falling lower than many Canadian cities and average commercial taxation faring similarly. With a taxation system based on assessment of real property, tax burden can vary dramatically depending on the type of property. Such things as condition, age and location all affect assessed values. Most residential assessments are 'capped' at CPI, while new homes, more than 3 units or recently sold homes are 'uncapped'. These distortions are attributable to the Province of Nova Scotia's Capped Assessment Program. Commercial values vary depending on the property with no real distinct geographical pattern. Rising commercial land values, however, do appear to be placing increasing pressure on small properties.

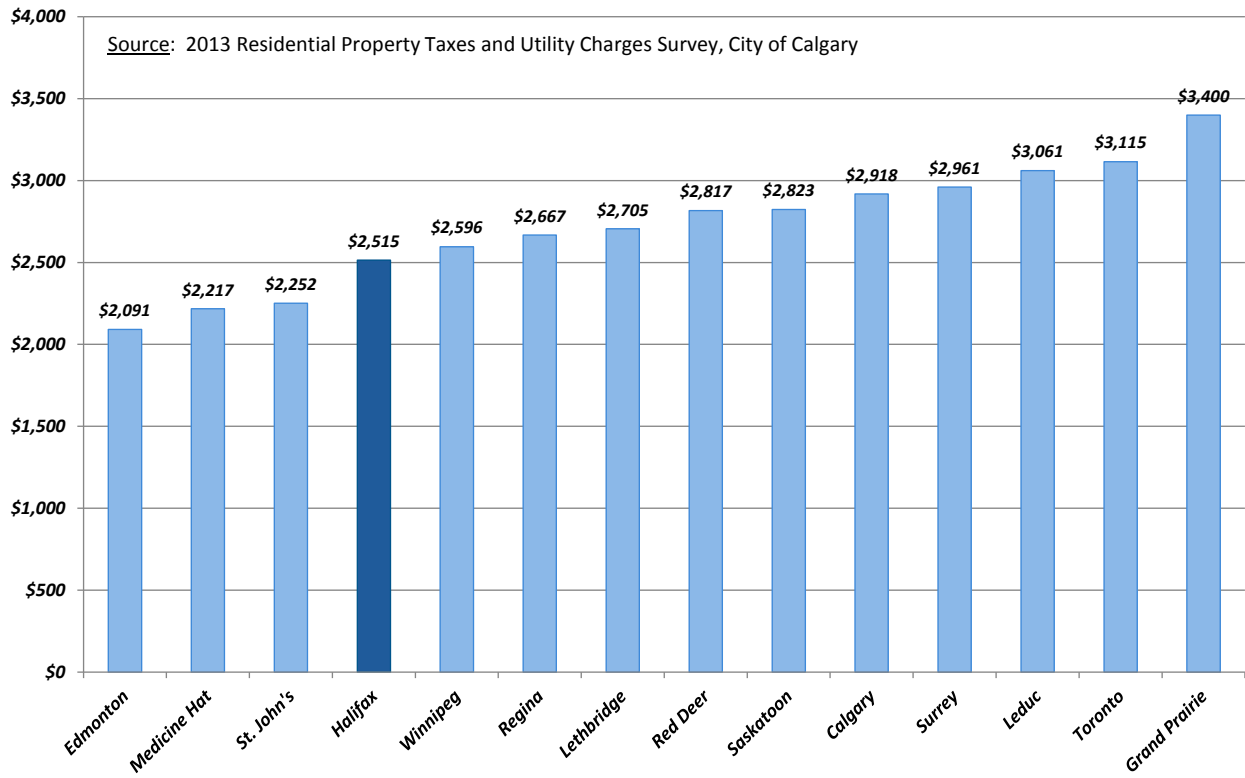
Property Tax Assessments				
	2014-15	2015-16	change	
Residential	32,669,683,800	34,213,936,400	1,544,252,600	4.7%
Resource	215,719,800	221,519,500	5,799,700	2.7%
Sub-Total	32,885,403,600	34,435,455,900	1,550,052,300	4.7%
Commercial	7,037,299,900	7,444,755,100	407,455,200	5.8%
TOTAL	39,922,703,500	41,880,211,000	1,957,507,500	4.9%

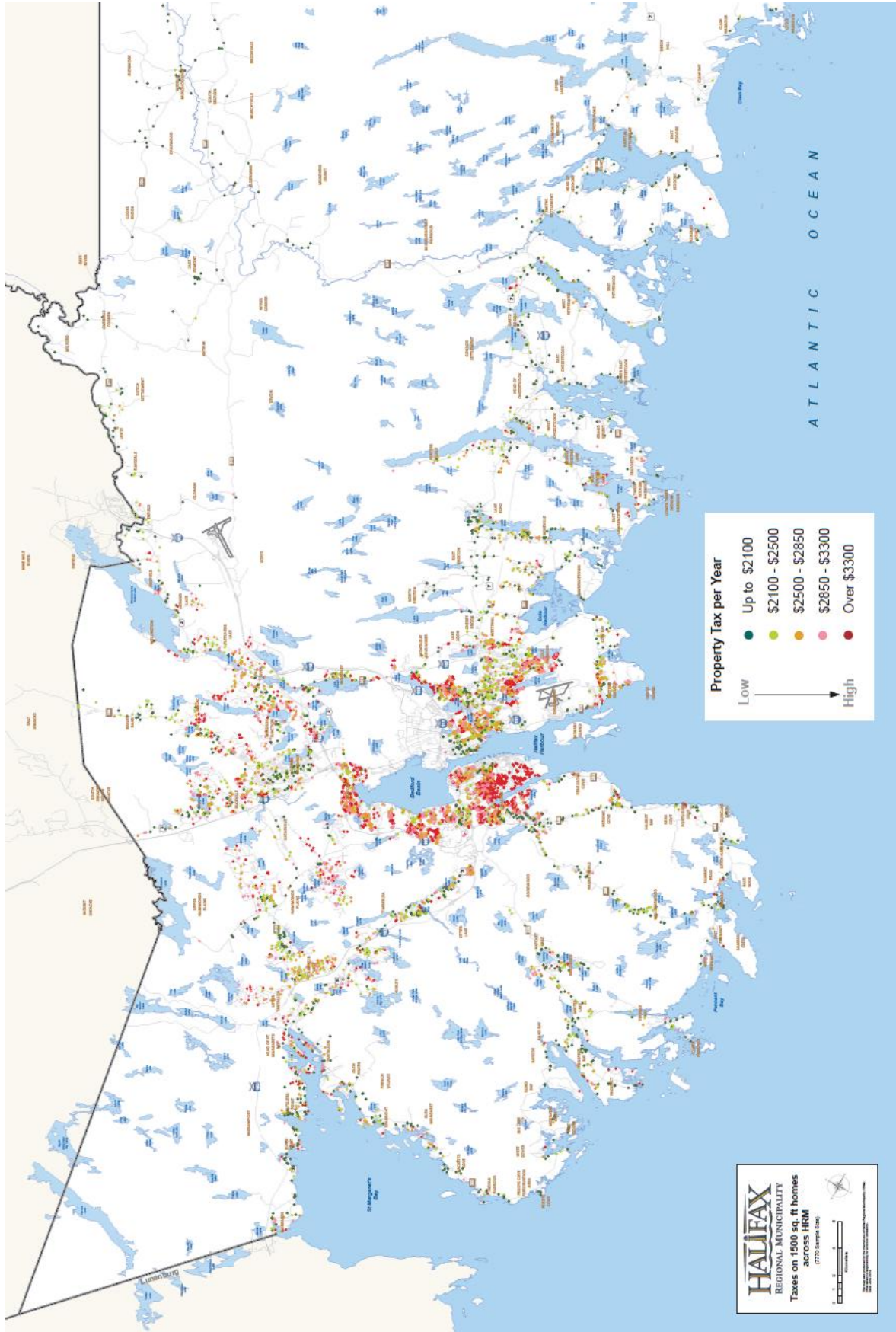
Note: 2014-15 assessments are restated to exclude the Irving Shipyard and HIAA.

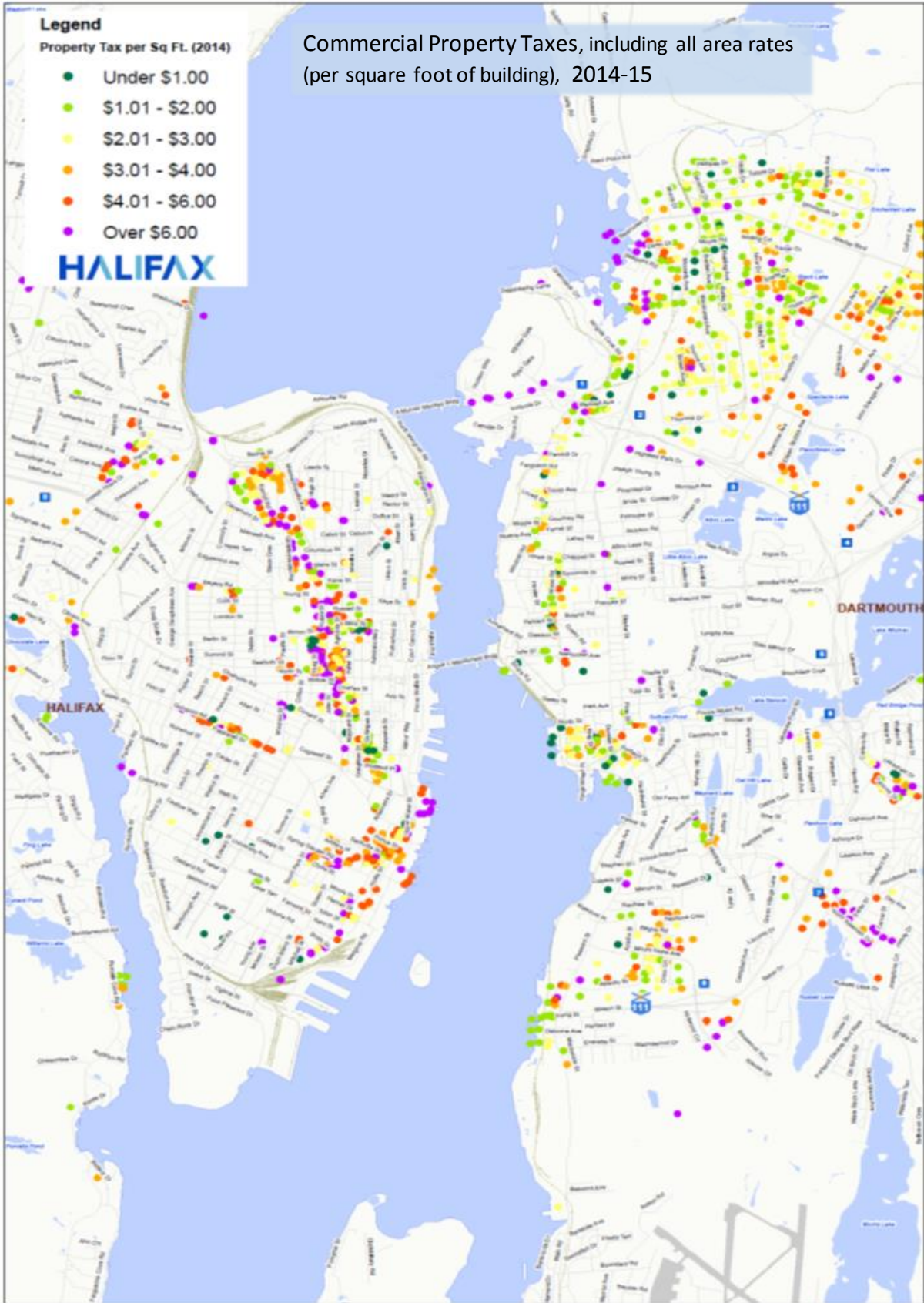
Municipal General Property Tax Revenues (after Assessment Appeals)				
	2014-15	2015-16	change	
Residential	211,864,900	225,942,300	14,077,400	6.6%
Resource	1,338,400	1,410,000	71,600	5.3%
Sub-Total	213,203,300	227,352,300	14,149,000	6.6%
Commercial	203,062,700	211,650,400	8,587,700	4.2%
TOTAL	416,266,000	439,002,700	22,736,700	5.5%

Note: 2014-15 revenues are restated to exclude the Irving Shipyard and HIAA.

Average Property Tax per Single-Family Home (2013)







Debt and Capital from Operating

The tax supported debt of the municipality continues to steadily decline. Debt peaked at \$350 million in 1998-99, and now stands at \$256.3 million, a 25% decline. Success in reducing the debt burden is owed in large part to the multi-year financial strategy (MYFS). Debt per home is currently \$1,338 with municipal debt as a share of GDP at 1.2%, well below comparable levels of government. Additionally, capital from operating is steadily growing as a share of the capital budget, in line with the stated goal of infrastructure maintenance being funded 100% from operating on a yearly basis.

Reserves

Reserves are designed to smooth future expenditures. A reserve budget is created using a reserve business case in conjunction with operating and capital budget requirements. Reserves are an integral part of the budget process, with many funded through the general tax rate. Some reserves are funded through independent revenue sources such as gas tax revenue, sale of land proceeds or permit fees.

- Reserve net available balances are projected to increase from \$107.0 million to \$146.9 million.
- Equipment and operating reserves will decrease by \$8.7million due to funding of Central Library, Scotiabank Centre upgrades and transfers to fiscal services.
- Capital Reserves show an increase of \$48.5 million. This increase is due to high contributions to the Planned Strategic Projects reserve, Potential Strategic Projects Reserve and the Capital Surplus Reserve. Within capital reserves there is a \$23.8 million gas tax revenue contribution and \$20.2 million withdrawal related to Gas Tax funded projects.

Capital Budget

Maintaining Assets in a State of Good Repair


To maintain the condition of assets, \$93.2 million is allocated to rehabilitation and replacement of existing assets in 2015/16, which is 69% of the capital budget. Priority is given to projects needed to protect life or address safety issues, comply with statutes, and/or reduce operating costs. The condition of municipal assets has stabilized since 2010; a positive trend indicative of increased spending in asset maintenance is yielding the desired results.


Halifax is implementing an enterprise asset management (EAM) program that will improve policy decisions, with a stated goal of aligning capital spending priorities with community expectations. A work management system and asset registry are being developed and implemented across the organization to track and report information on asset condition and maintenance costs.

The following table breaks the type of project by budget category:

Budget Category	State of Good Repair	Service Improvements	Growth	Grand Total
Buildings	19,360,000	3,125,000	1,000,000	23,485,000
Business Tools	6,520,000	8,170,000		14,690,000
Community & Property Development	3,400,000	2,450,000		5,850,000
District Activity Funds		1,504,000		1,504,000
Equipment & Fleet	6,025,000	180,000		6,205,000
Halifax Transit	12,390,000	1,865,000		14,255,000
Industrial Parks			5,595,000	5,595,000
Parks & Playgrounds	4,205,000	1,270,000		5,475,000
Roads & Streets	31,200,000	775,000		31,975,000
Sidewalks, Curbs & Gutters	2,600,000	2,500,000		5,100,000
Solid Waste	5,900,000	750,000	500,000	7,150,000
Traffic Improvements	1,600,000	12,720,000	200,000	14,520,000
Grand Total	93,200,000	35,309,000	7,295,000	135,804,000

Capital Budget Summary

Project Year 2015 

Budget Category 	Total Gross Budget	Project Specific Funding	Borrowing and Other Transfers	Ongoing Impact on the Operating Budget	One-time Impact on the Operating Budget
Buildings	23,485,000	8,380,000	15,105,000	31,000	-
Business Tools	14,690,000	-	14,690,000	1,115,000	1,055,000
Community & Property Development	5,850,000	4,650,000	1,200,000	-	-
District Activity Funds	1,504,000	-	1,504,000	-	-
Equipment & Fleet	6,205,000	80,000	6,125,000	-	-
Halifax Transit	14,255,000	1,580,000	12,675,000	715,300	174,400
Industrial Parks	5,595,000	5,595,000	-	-	-
Parks & Playgrounds	5,475,000	500,000	4,975,000	85,000	-
Roads & Streets	31,975,000	1,625,000	30,350,000	20,000	-
Sidewalks, Curbs & Gutters	5,100,000	-	5,100,000	35,800	-
Solid Waste	7,150,000	7,150,000	-	-	-
Traffic Improvements	14,520,000	6,640,000	7,880,000	124,600	-
Grand Total	135,804,000	36,200,000	99,604,000	2,126,700	1,229,400

Funding Detail

Project Specific Funding

Cost Sharing	1,887,500
Reserves	26,310,000
LIC/Area Rate	462,500
Other (Future Sale of Cogswell Lands)	1,250,000
Other Debt - LED Streetlights	6,290,000
Project Specific Funding Total	<u>36,200,000</u>

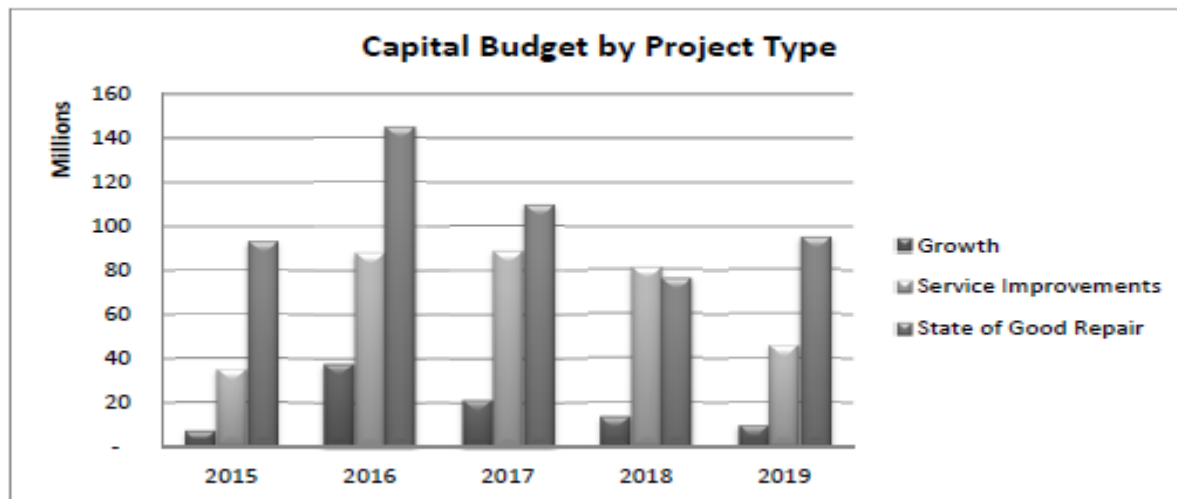
Borrowing and Other Transfers

Capital from Operating	40,461,000
Capital From Operating - Transit	6,780,000
Capital From Operating - Total	<u>47,241,000</u>
Debt	<u>28,778,000</u>
Subtotal	<u>76,019,000</u>
Gas Tax Reserve	20,214,000
Crespool	2,871,000
Cappool	500,000
Total	<u>99,604,000</u>

Multi-Year Discrete Project List

Building Category	Project Name	Project #	2015	2016	2017	Total
Buildings	Cole Harbour Place	CB000045	970,000	2,750,000		3,720,000
Buildings	Dartmouth Multi-Pad	CB000049	2,000,000	20,500,000	20,500,000	43,000,000
Buildings	Dartmouth Sportsplex Revitalization	CB000006		10,400,000	10,400,000	20,800,000
Equipment & Fleet	Fire Apparatus Replacement	CVJ01088	2,335,000	3,665,000		6,000,000
Halifax Transit	New Transit Technology	CM020005	1,000,000	18,675,000	3,140,000	22,815,000
Parks & Recreation	Cole Harbour Turf	CP110002	100,000	2,200,000		2,300,000
Traffic Improvements	Herring Cove Road Widening	CTX01116	200,000	1,250,000		1,450,000
Traffic Improvements	LED Conversion of HRM Streetlights	CT000005	6,290,000	7,125,000	7,125,000	20,540,000
Total Project Cost			12,895,000	66,565,000	41,165,000	120,625,000

The following chart summarizes spending trends over the next five years according to project type.



Forward looking Information and Risks

Risks to the 2015-16 operating budget include:

- Renewal of waste contracts that will occur after the budget.
- Collective agreements are being renegotiated (Police and Fire, among others)
- Continued decline of the deed transfer tax due to an inactive housing market
- Volatility in the price of Oil - West Texas Intermediate (WTI) and the continued depreciation of the Canadian dollar are leading to upward pressure on the fuel budget.
 - Corporate accounts do include a fuel contingency of \$899,000 (9% of fuel budget).
- One time expenditure items stemming from structural changes to accounts
 - The closing of Operating Cost of Capital (OCC) reserve (\$3.4 million)
 - Solid waste closure from the Capital Cost Contribution (CCC) (\$2.4 million)
 - Street light reserve. (0.5 million)
- The 2016-17 capital plan (Year 2) is not balanced and decisions on prioritization of projects will be needed to close the funding shortfall.

Policies, Systems, Control and Legal Compliance

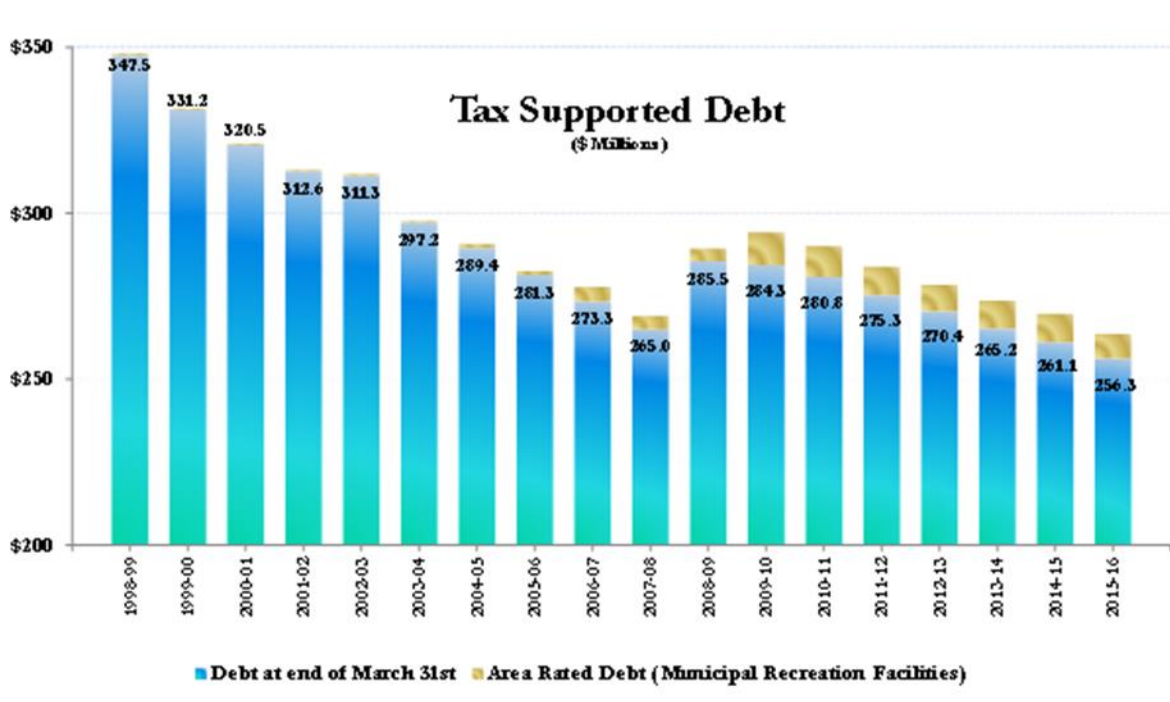
A Multi-Year Financial Strategy (MYFS)

Halifax's business planning and budgeting system has its origins in the Multi-Year Financial Strategy, approved in 1999. A notable component of the MYFS is Halifax's debt strategy. The goal of the original capital debt policy was to reduce overall capital debt, provide predictability for debt available for annual project budgets and provide improved structure around the project budget and related assumptions.

In 2009, the debt servicing plan was reviewed and approved by council. The resulting policy objectives were to grow the project budget while reducing debt reliance and increasing operating contributions to the capital budget. The long-term goal is to eventually have all ongoing state of good repair projects funded through capital from operating or reserves, using debt for only new services and growth oriented projects. In order to achieve this, explicit targets are set for debt and capital from operating on a per-dwelling unit amount:

- Tax supported debt per dwelling will be reduced by 3% each year
- Capital from operating per dwelling will grow by 3% plus inflation each year

As such, this policy allows the capital budget to grow, while the debt-funded proportion falls. Halifax's estimated (year-end) debt is shown below:



Note: Estimates are for funding purposes. They include Issued, Approved and Work-in-Progress.

Tax Structure

The property tax structure includes a base or general tax rate (for rural taxpayers); a suburban general tax rate; and an urban general tax rate. This structure was revised by council in 2003. Its guiding principles are to ensure that:

- Each taxpayer pay for services received;
- Each taxpayer shares in paying for services they have access to;
- Each taxpayer pays for basic universal services to ensure a basic standard of service throughout the municipality;
- The commercial tax base exists for the benefit of all.

The base rate includes most of the basic services available across the region, including: fire, policing, compost, recycling and solid waste collection, streets and streetlights, municipal recreation and programming, sport fields and playgrounds, libraries and community planning. Also included are internal administration and financing costs. Additionally, municipal water service is paid for through individual water bills; similarly, sewer service is paid by a charge on the water bill and is only levied on sewer users.

Some services are excluded from the base rate, namely hydrants and sidewalks. Sidewalks are included in the urban rate. They are “add-ons” to the suburban and rural areas, where provided (i.e. sidewalks in Sheet Harbour). As such, property owners do not pay for such services unless they have access to them in their local area. In these instances, costs are paid through a local area rate based on local costs. This system prevents suburban and rural taxpayers from paying for services they do not receive, while allowing these areas the flexibility to acquire or manage services locally.

Approved Tax Structure Model

<i>Service</i>	Rural (Base) General Tax Rate	Suburban General Tax Rate	Urban General Tax Rate
Police & Fire Services, Solid Waste, Planning, Libraries	Included in the Base General Tax Rate		
Municipal Recreation Facilities & Programs, Sports Fields, Playgrounds			
Streets & Roads, Street Lighting, Crossing Guards			
Administration, Legal, Financial, HR & ICT Support			
Sidewalks	Area Rate	Area Rate	Included in the General Tax Rate
Community Recreation Facilities & Services	Area Rate	Area Rate	Area Rate
Transit	Area Rate	Area Rate	Area Rate
Fire Hydrants	Area Rate	Area Rate	Area Rate

Starting in 2009-10, transit taxes were restructured. Transit taxes that had been contained within the general residential rates were arranged as two separate tax rates, the regional transportation and local transit area rates. These rates serve to better match those who benefit from transit services with those who pay. However, the inclusion of a service in the base tax rate does not mean every community has identical service levels for the services included. Rather, service levels depend on the standards set by council as part of the budget process.

As well, municipal recreation facilities are to be general rated in 2015-16. With changes to the tax structure now considered using council's Area Rate Framework.

Reserve Framework

Reserves are used for future planning and smoothing of in-year expenditures. Reserve funds serve three specific purposes:

- Contingency Funds for Opportunities;
- Contingency Funds for Risk; or
- Savings Funds for Obligations

Reserves are a means by which Halifax accumulates funds for anticipated future requirements. Reserves differ from the operating budget, as the operating budget must comply with the Halifax Charter requirement of a year-end net balance of zero.

The Financial Reserves Administrative Order Number 2014-015 ADM approved by Regional Council on October 15, 2014 implemented the following strategies:

- Assist in planning for the long-term financial health and stability of the Municipality
- Assist in removing unstable and unpredictable tax rates
- Ensure the Municipality has the ability to fund projects and events:
 - o that produce long-term efficiency gains,
 - o that are strategic or require significant cost sharing between the Municipality and another person or level of government,
 - o between budget approvals where there is sudden or unexpected business opportunity,
 - o where future obligations can be reasonable foreseen, and
 - o where substantial risk to the Municipality may occur; and
- Integrate the reserve business cases into the business planning and long-term operating and capital budgets
- reduce the current and future financial impacts to the taxpayer by minimizing significant budget fluctuations and reliance on debt financing by balancing the need for sufficient funds for unforeseen opportunities or obligations with the inefficient use of resources that could otherwise be used for current financial obligations or needs.

The purpose of the administrative order is to also ensure the municipality has the ability to fund projects and events that produce long-term efficiency gains, are strategic or require cost sharing between the municipality and other levels of government, between budget approvals where opportunities quickly materialize and where substantial risk may occur. The order also implies the reduction of current and future financial impacts to the taxpayer by minimizing significant budget fluctuations and debt reliance. Additional aspects include interest

payments to reserves, segregation of each reserve in the accounting records and ensuring reserves do not fall into deficit.

Principles of Budgeting and Accounting

Halifax’s accounting policies are driven by provisions of the Province of Nova Scotia Financial Reporting and Accounting Manual (FRAM), which require financial statements to be prepared in accordance with the Canadian Institute of Chartered Accountants standards as outlined in the handbook of the Public Sector Accounting Board’s (PSAB) recommendations. As part of those standards, Halifax operates under a fund accounting system with an operating, capital and reserve fund.

A budget is prepared for each of the funds and includes all business units and the Halifax Regional Library, a separate board of Regional Council. These do not include the Halifax Regional Water Commission, a separate corporation wholly-owned by the municipality and regulated under the Nova Scotia Utility and Review Board. Certain agencies, boards and commissions are not included in the budgets; as Halifax does appoint the boards, they are consolidated in the financial statements. In 2013-14 both the Sackville Sports Stadium and the BMO Centre were consolidated in the budget.

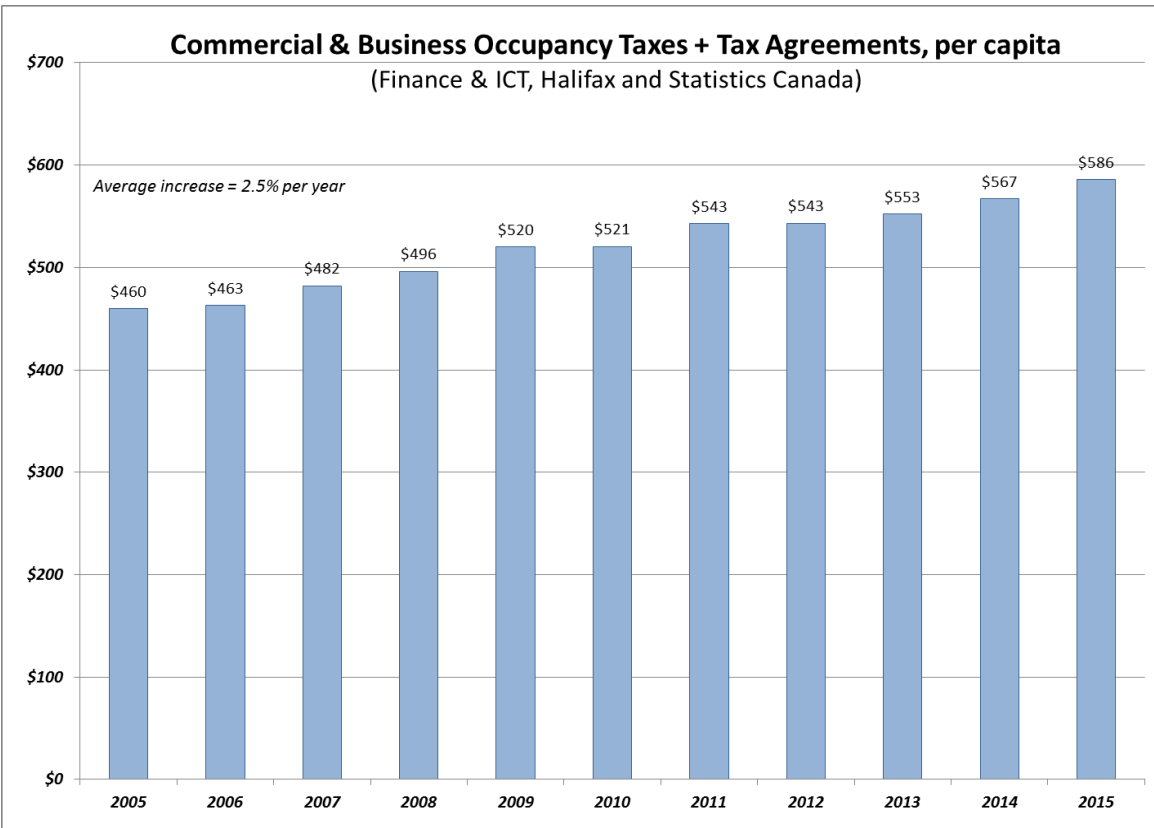
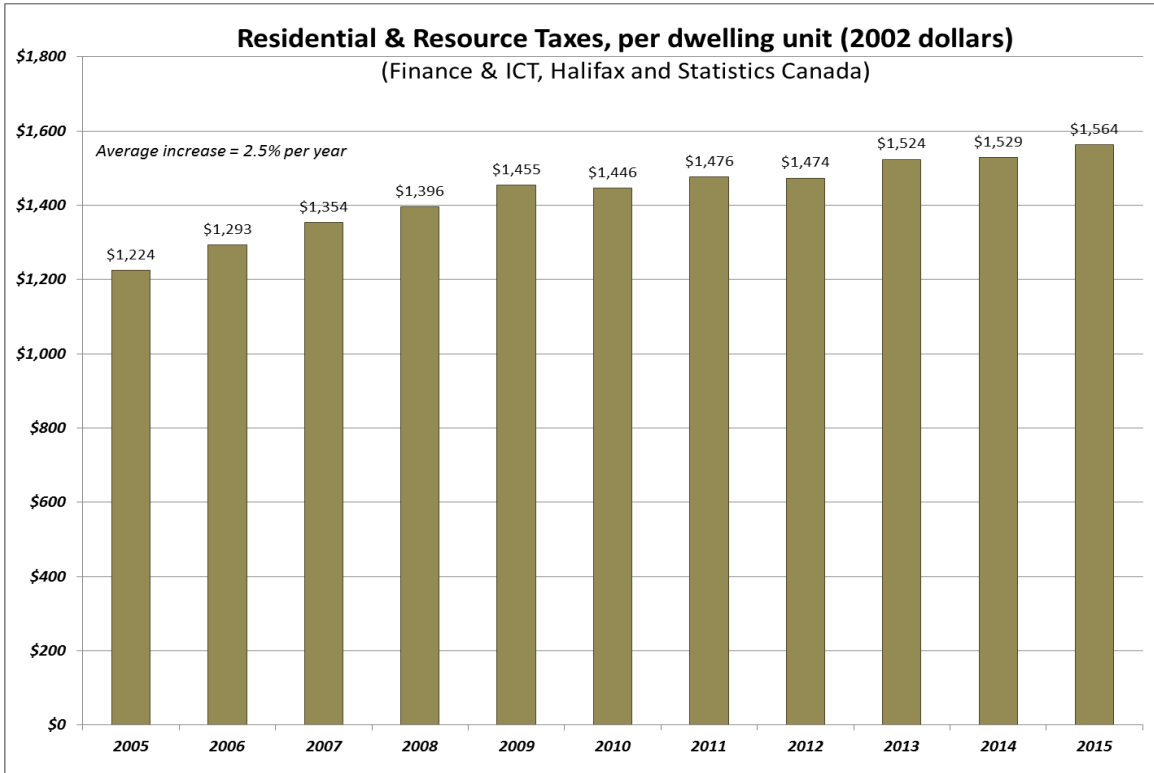
The budget process concludes with Regional Council setting tax rates that raise the needed revenue, along with other fees, charges and grants to cover the municipality’s operating expenditures. To comply with provincial legislation, the municipality cannot budget for an operating deficit.

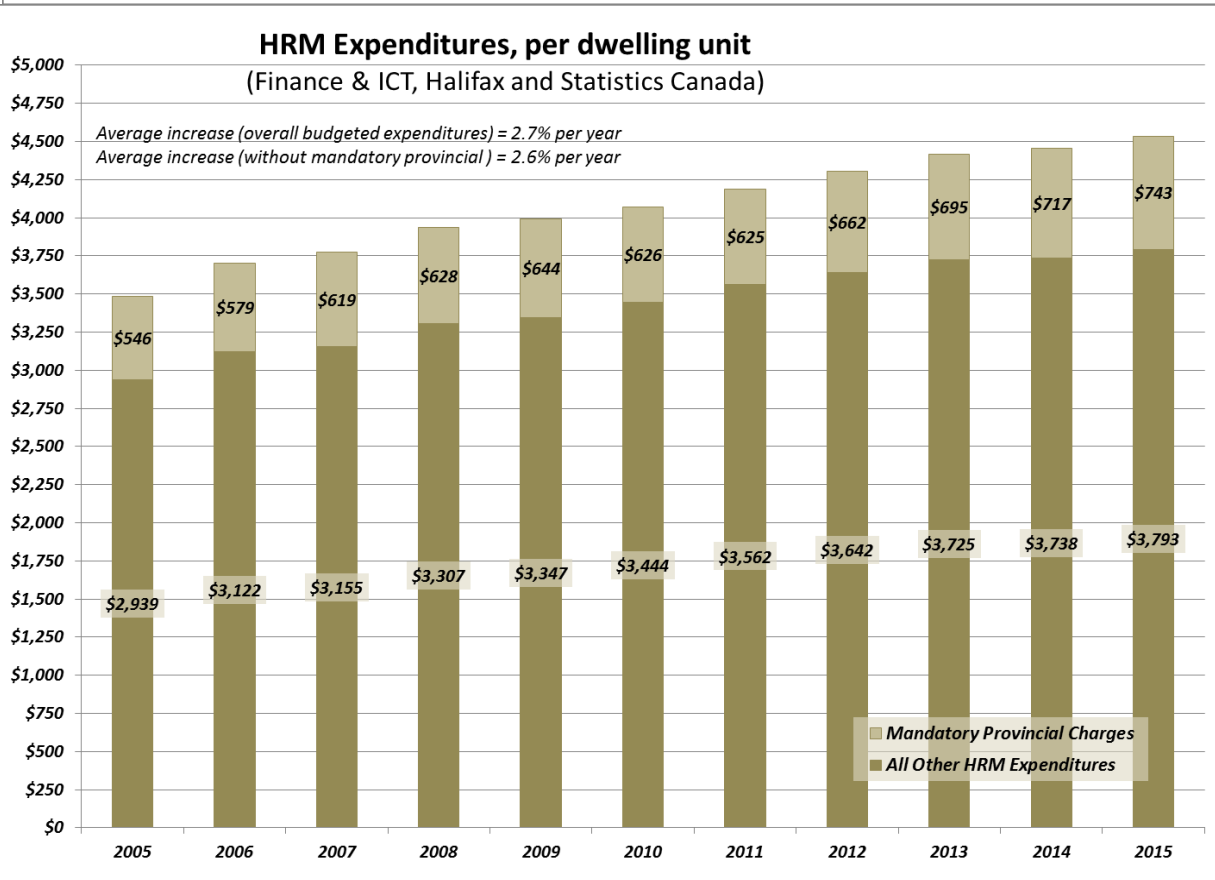
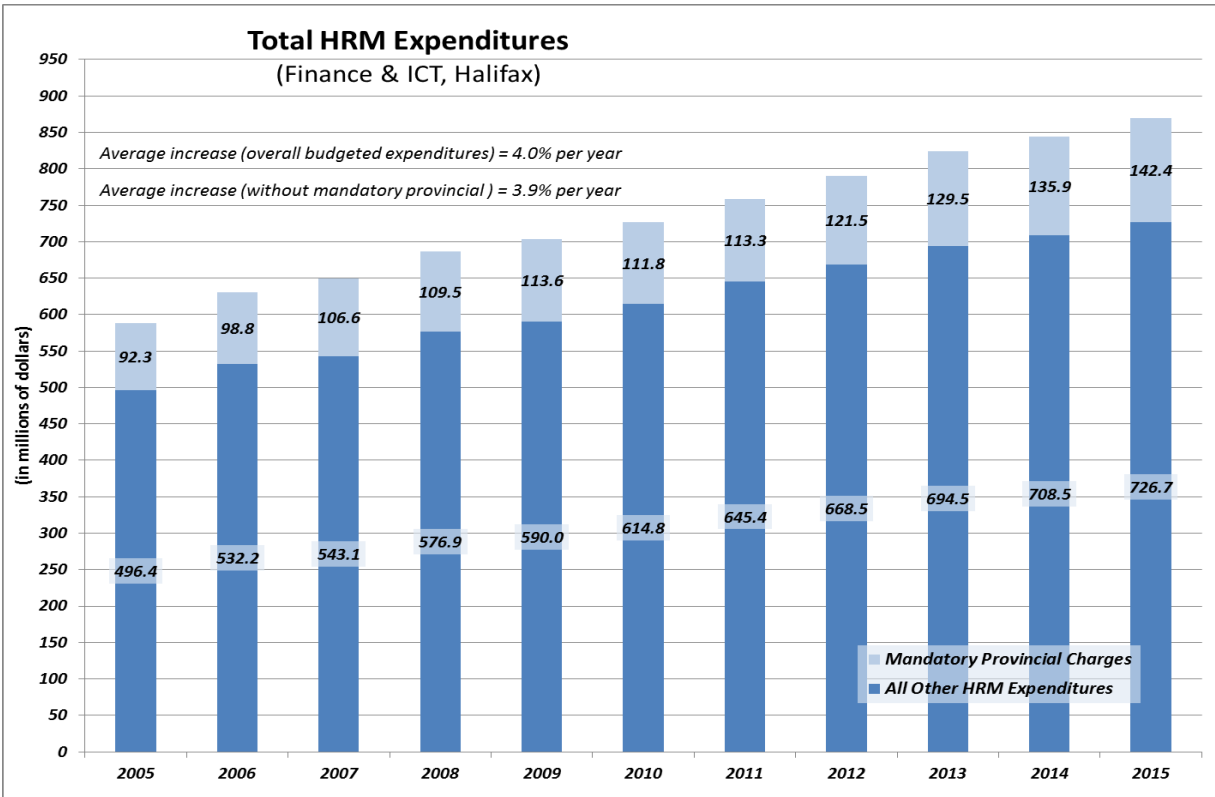
Assessment of Property Value (set by PVSC)	X	Tax Rate / \$100 of Assessed Value (Set by Regional Council)	=	Tax Burden (Revenue)
	X			+
				Provincial Transfer Payments (Collected for the Province)
				=
				Total Tax Burden (Paid by the Property Owner)

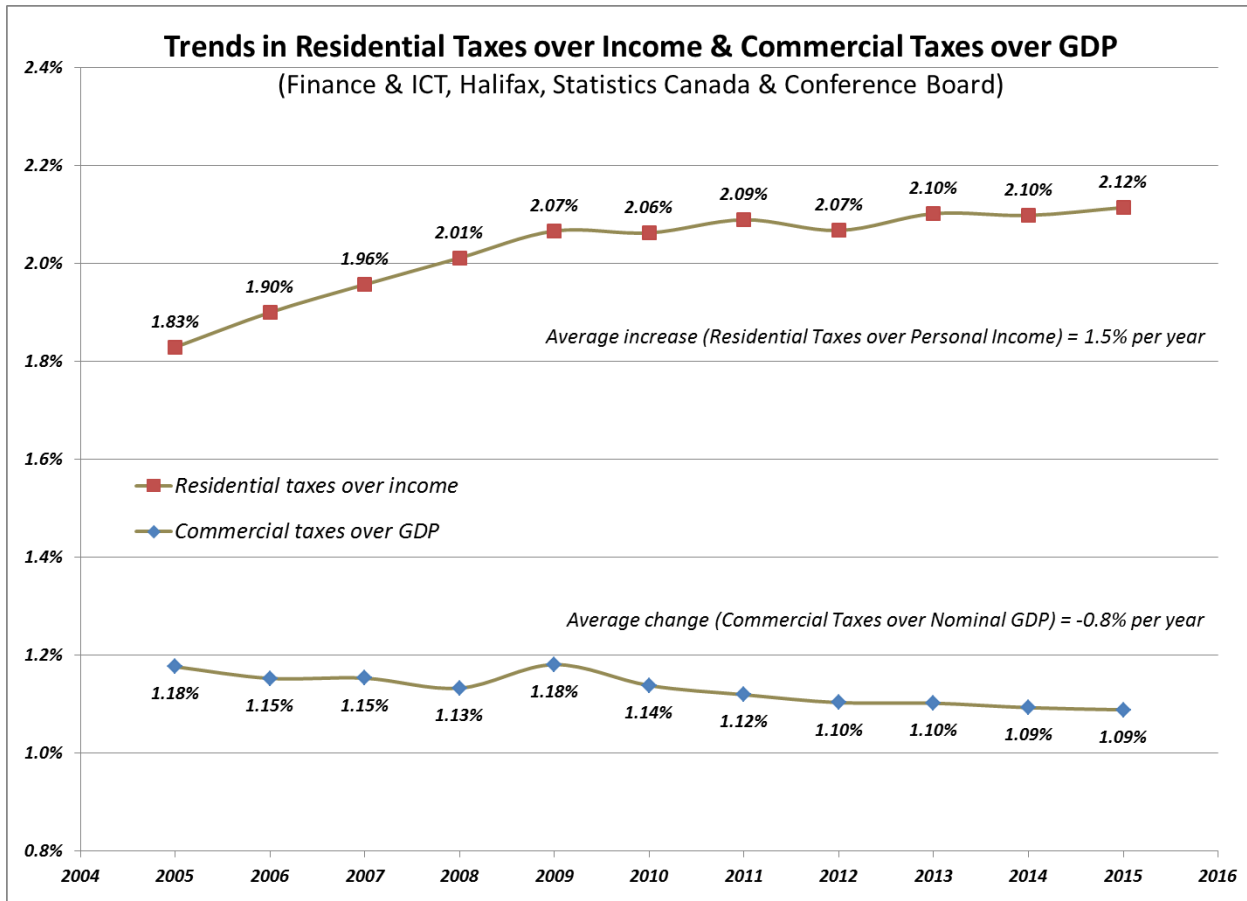
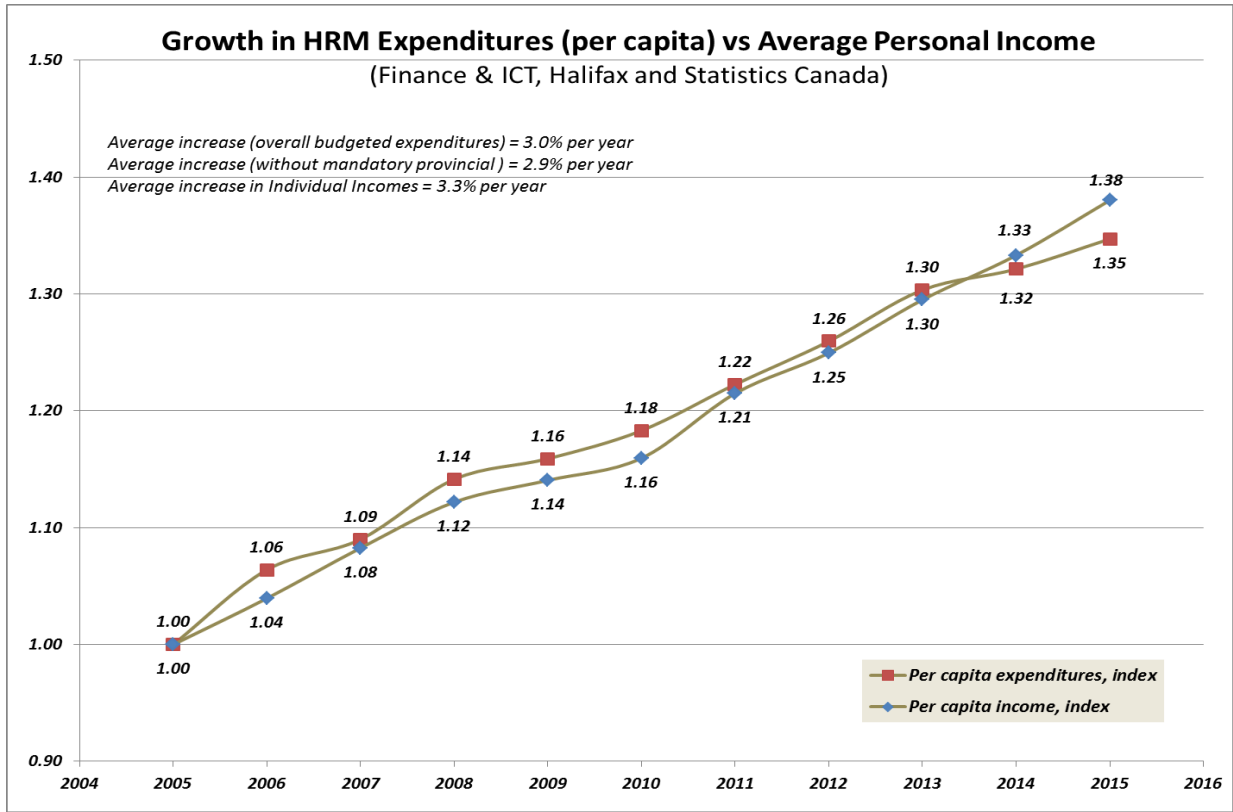
The capital budget is funded through various sources, including reserve and operating funds, grants and debt. As part of the capital budget, estimates are developed and approved for individual projects. According to the charter, only a one-year project budget may be approved by council. Nova Scotia municipalities are required to do any capital borrowing through the Nova Scotia Municipal Finance Corporation (NSMFC) and occasionally through the Federation of Canadian Municipalities (FCM).

The budget is prepared on a non-consolidated basis; it excludes the cost of arms-length agencies, boards and commissions. Year-end statements are prepared on a consolidated basis including external agencies. During the fiscal year, staff provides quarterly reports of actual year-to-date to Regional Council, on a consolidated basis.

Appendix A - Trend and Benchmark Data

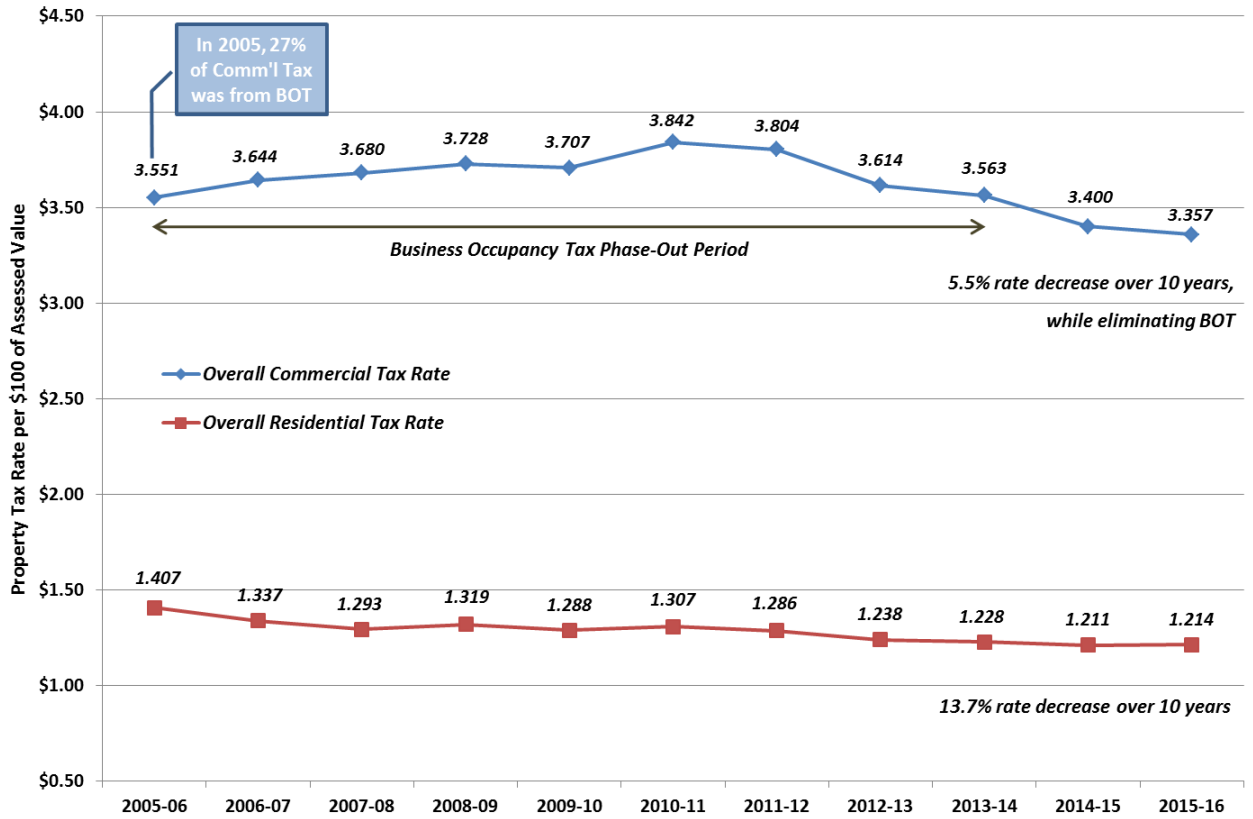






Residential and Commercial Tax Rates, 2005 to 2015

(urban with transit, hydrants & sidewalks + education and other mandatory charges)



Appendix B: Program Listing

Public services include:

- Animal control
- Building permits approvals
- Civic, cultural, and arts support
- Community planning, development approvals
- Community, volunteer, and youth development and support
- Economic development
- Fire services
- By-laws enforcement
- Library services delivery
- License administration
- Parking management
- Police services
- Public transit
- Recreation program delivery
- Solid waste management
- Parks, open space, playground, sports field management
- Roadway traffic network management
- Street and sidewalk snow and ice control
- Street and street infrastructure management

Support Services include:

- 311 service request intake and response
- 911 integrated emergency dispatch
- Fleet management
- Building and facility management
- Information, communications, technology services
- Property acquisition and disposal
- Corporate communications services
- Financial services
- Human resource services
- Legal services
- Risk, insurance, and claims management

Appendix C: Budget Consultations

In an effort to improve and encourage citizen engagement with the budget process; Public Consultations were conducted; called Shape your City, Shape Your Budget. For the past two years, residents were invited to contribute to the Budget process, by sharing their thoughts on service priorities and how they would like to see their municipal dollars allocated.

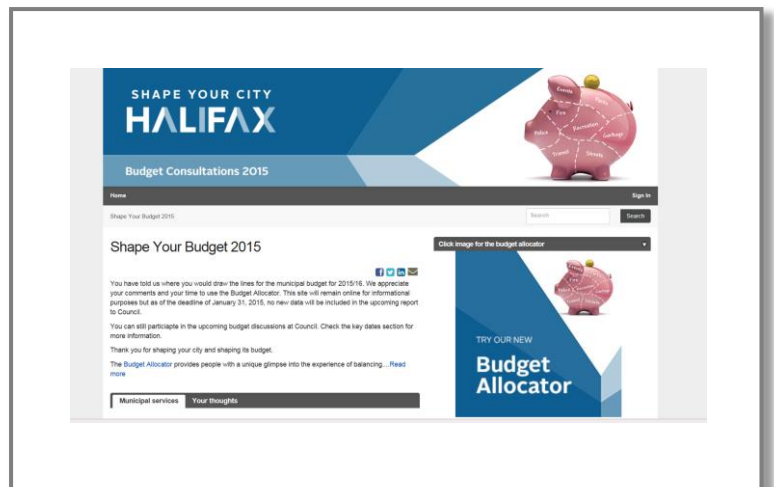
The Consultation consisted of three key elements:

1. Budget Presentation and public discussions during Community Council Meetings.
2. An on-line Budget Tool, which consisted of both budget information and an interactive Budget Calculator.
3. Public participation during Budget Presentations at Committee of the Whole.

The on-line budget tool provides informational fact sheets and videos on municipal services. Citizens are then invited to utilize the Budget Allocator to re-balance the current-year budget based on their priorities, with 5 options available to them.

1. to maintain the current budget
2. to increase the budget by 5%
3. to increase the budget by 10%
4. to decrease the budget by 5%
5. to decrease the budget by 10%

The percent amounts used were limited by the Consultation software; with a 5% increase/decrease implying that citizens feel a minimal amount of dollars should be added/removed, and a 10% increase/decrease signifies that more significant spending or cuts are recommended.



The budget allocator focused on Operational Services that the public encounters or utilizes on a day to day basis, but Governance and Support Services were added in year two, based on the public feedback to include more administrative costs. Interactive questions on municipal Debt, Revenue Fees and Capital Infrastructure were also included on the engagement site as requested by citizens.

Consultation Findings

The following summarizes participation in the engagement process:

- Average 6,760 visitors to the Shape Your City engagement site
- Average 2,225 views of the on-line information videos on Municipal Services
- An increase from 367 to 434 participants completed the Budget Allocator in year two.

The citizen's participation resulted in the following results:

1. 20% of citizens that completed the Budget Allocator each year, expressed positive thoughts at being invited to participate in the budget process.

2. 66% of those that completed the Budget Allocator, wanted to maintain or decrease the total amount budgeted for services.
 - a. 65% completed their budget priorities below the current spend vs. 51% from last year;
 - b. with 1% maintaining the current budget vs. 14% from last year.
 - c. 34% were willing to increase the budget and the tax rate, vs. 35% from last year. This was voiced in a few of the comments as well.
3. The average budget calculated by the 432 respondents was \$426,484,600; \$2.6 million less than the 2014-15 budget for these services.

The consensus among citizens that responded was that the budget should prioritize key services, which include:

1. Recreation (Arenas, Aquatic, Program, Community Centres, etc.) – maintain (40%) or increase the budget (39%), similar to last year.
2. Sports fields & Playgrounds – maintain (46%) or increase the budget (35%), a slight increase from last year
3. Roadway Maintenance - maintain (37%) or increase the budget (55%); similar to last year.
4. Parks, Trails & Open Green Space - maintain (40%) or increase the budget (39%)
5. Transit - maintain (33%) or increase the budget (50%); similar to last year.
6. Economic Development - maintain (31%) or increase the budget (38%), very little change from last year.
7. All of the Protective Services: Police – maintain 57%; RCMP - maintain 64%; Fire - maintain 59%; Emergency Measures - maintain 59%.
8. Snow Removal & Ice Control - maintain (58%), similar to last year.
9. Libraries - maintain (54%) the budget, up from 39% last year.
10. Solid Waste - maintain (53%), down from 63% from last year.
11. Regional & Community Planning - maintain (37%), down from 40% last year.
12. Development Approvals, Permits and Inspections - maintain (51%), up from 48% last year.
13. Customer Service Centres & 311 Call Centre - maintain (56%), up from 46% last year.
14. Right of Way and Traffic Management - maintain (55%), up from 48% last year.

Highlights from the citizens' comments include:

1. More efficient Transit system!
2. Cut administration, continuous strategies that lean processes and improve productivity.
3. Focus and improve on core services.
4. Reverse recent expansion of snow removal on the Peninsula – not working!
5. Improve trails and active transportation.
6. Combine Recreation & Library services.
7. More progressive form of taxation other than property assessment.
8. Develop additional ways to increase the Municipalities Revenues, other than taxes.
9. Control police costs & salaries; why pay for both Police and RCMP services.
10. Cut red-tape & reduce the administrative burden to increase efficiency (Planning & Economic Dev)

Both Council and Directors are provided with an information report on all data collected during the Budget Consultation to consider when finalizing the next year's budget priorities.

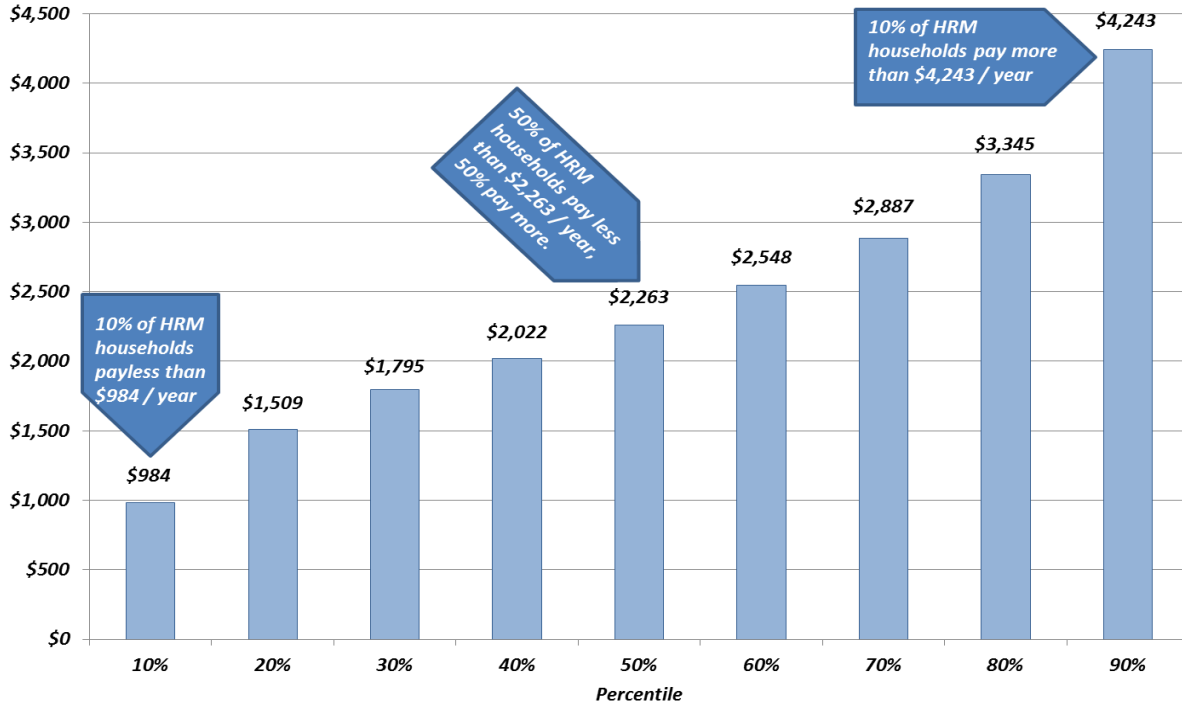
Reference: Shape Your City, Shape Your Budget Information Report

Budget 2015-16 - <http://www.halifax.ca/council/agendasc/documents/150311cowi01.pdf>

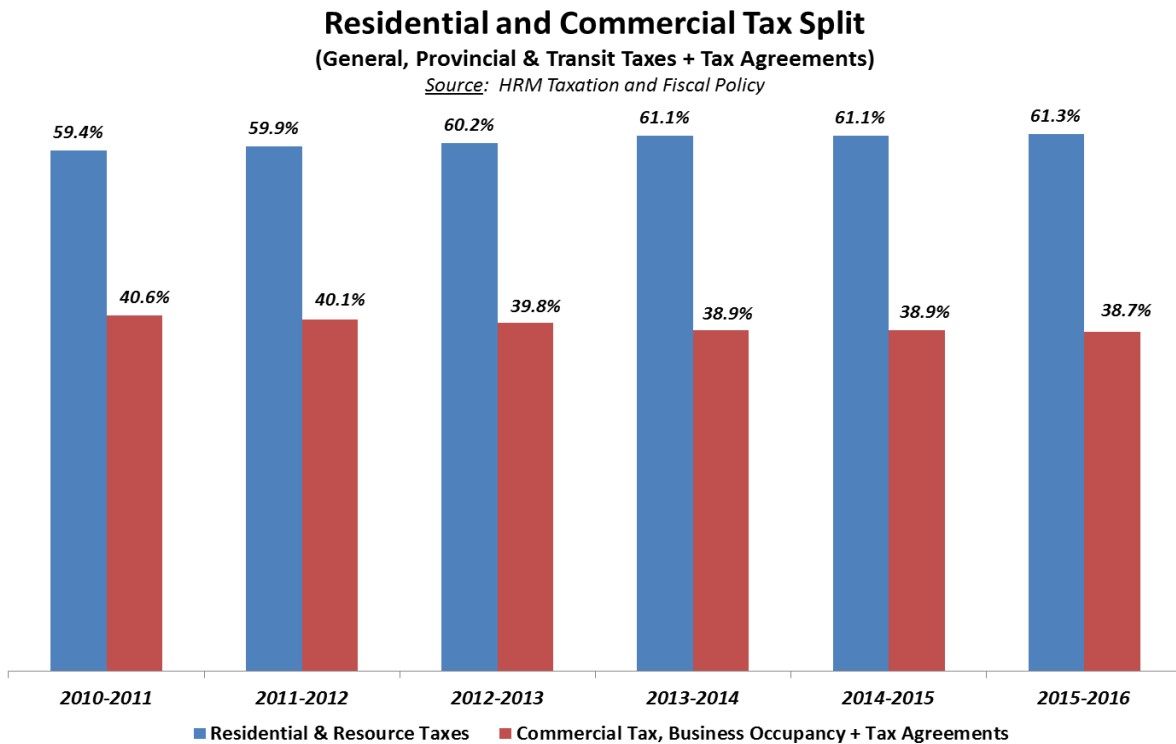
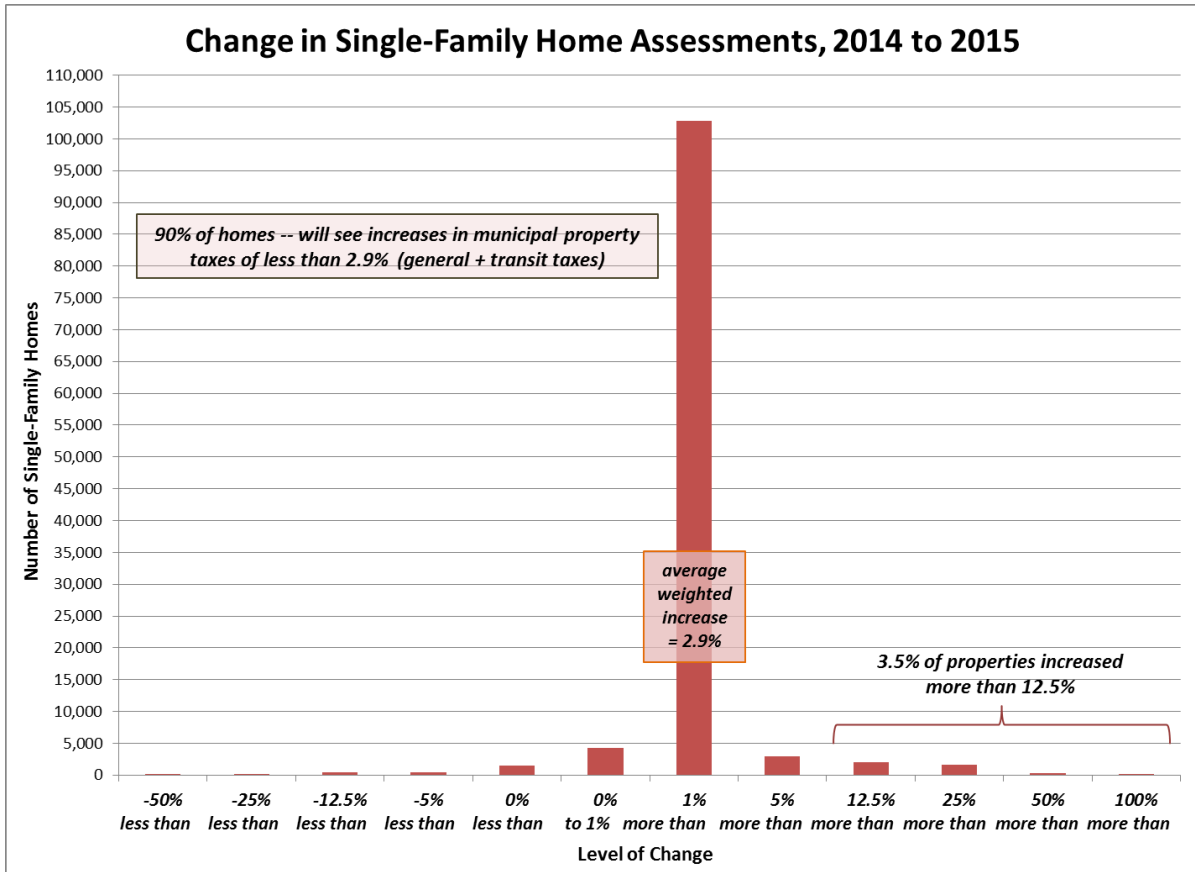
Budget 2014-15 <http://www.halifax.ca/council/agendasc/documents/140211cai05.pdf>

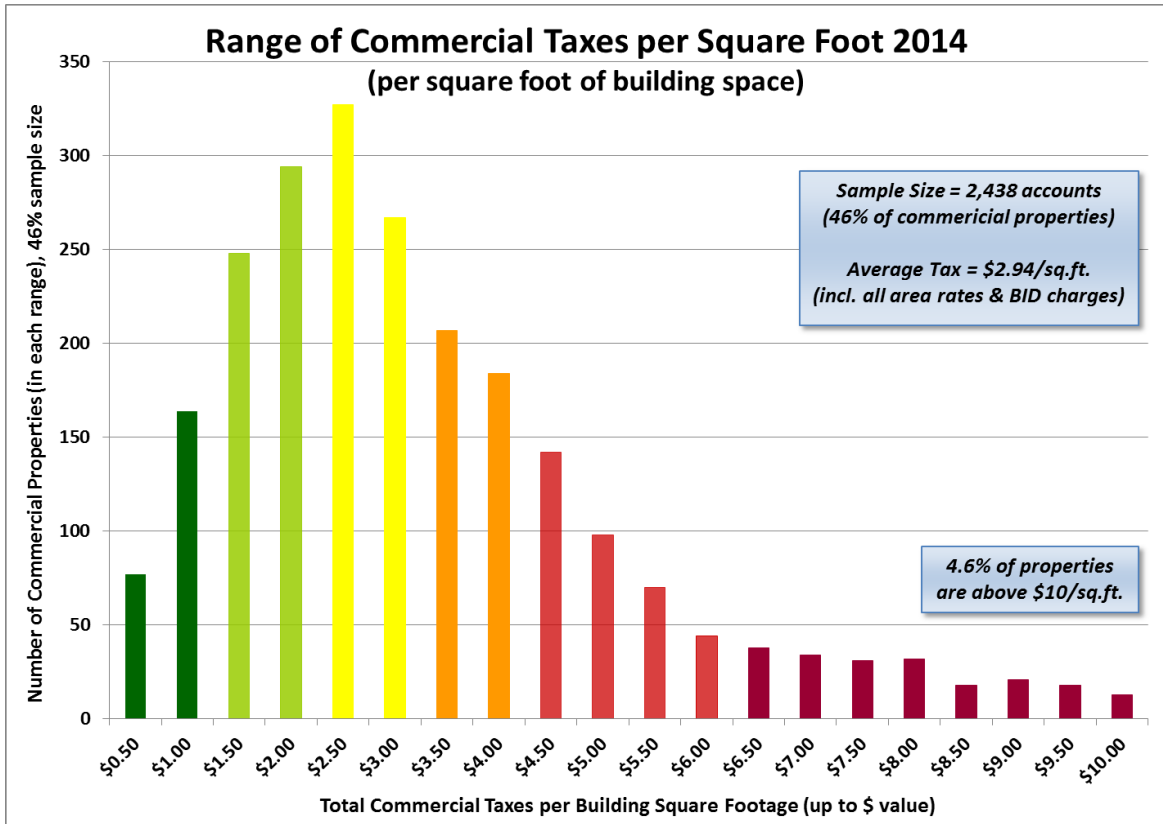
Appendix D: Taxation Statistics

Distribution of Total Property Taxes on Single-Family Homes, 2014



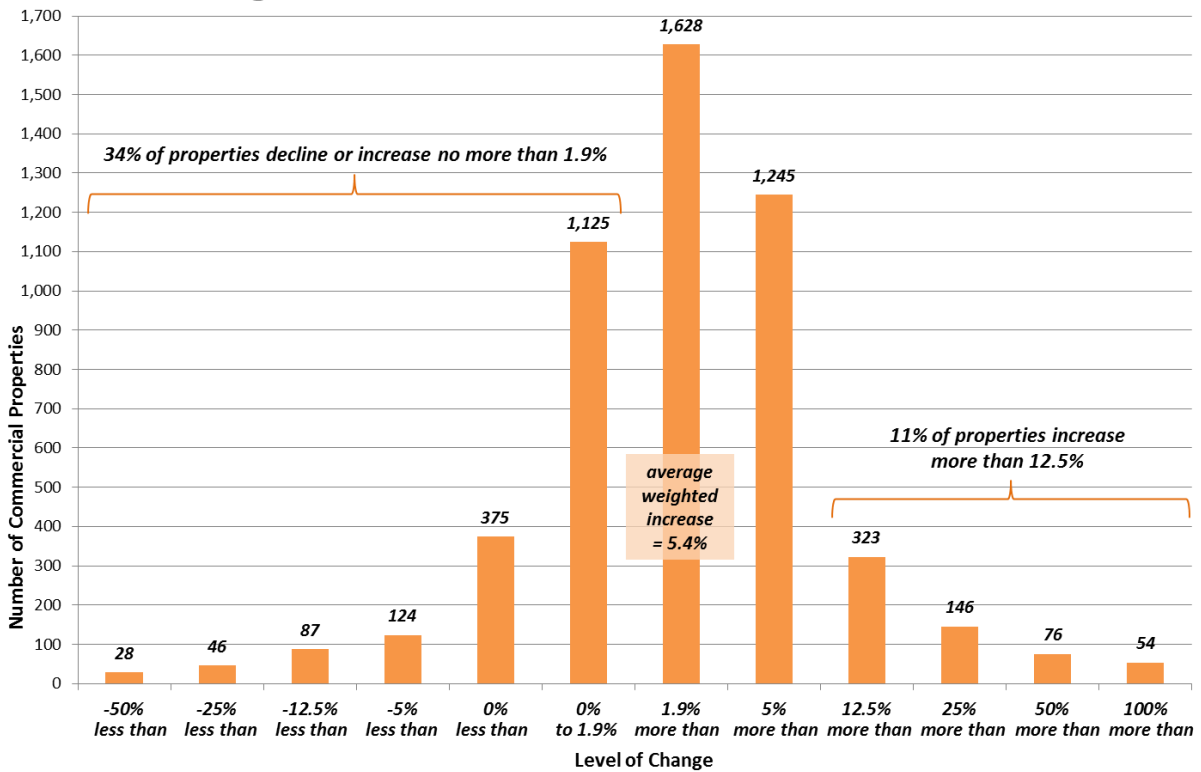
*Based on October 2014 Tax Bill





*Based on October 2014 Tax Bill

Change in Commercial Assessments, 2014 to 2015



Appendix E: Financial Tables, FTEs

Summary of Full Time Equivalent (FTEs) Key Metric

	Funded FTEs	2014/15***	2015/16	2015/16
		Approved (Apr 1/14)	Proposed Change (+/-)	Approved Total FTE's
Auditor General's Office	Full & part-time permanent	8.0	2.0	10.0
	Term and Seasonal	2.0	-2.0	0.0
	Total FTE's	10.0	0.0	10.0
Chief Administrative Office	Full & part-time permanent	77.5	5.0	82.5
	Term and Seasonal	8.5	2.8	11.3
	Total FTE's	86.0	7.8	93.8
Finance & Information, Communications and Technology	Full & part-time permanent	285.6	0.0	285.6
	Term and Seasonal	2.1	3.3	5.4
	Total FTE's	287.7	3.3	291.0
Fire & Emergency Services	Full & part-time permanent	482.0	7.0	489.0
	Term and Seasonal	0.0	0.8	0.8
	Total FTE's	482.0	7.8	489.8
Human Resources	Full & part-time permanent	55.0	-1.0	54.0
	Term and Seasonal	3.3	0.7	4.0
	Total FTE's	58.3	-0.3	58.0
Legal Services & Risk Management	Full & part-time permanent	34.0	2.0	36.0
	Term and Seasonal	0.6	1.2	1.8
	Total FTE's	34.6	3.2	37.8
Halifax Regional Library	Full & part-time permanent	298.1	39.8	337.9
	Term and Seasonal			
	Total FTE's	298.1	39.8	337.9
Halifax Regional Police*	Full & part-time permanent	701.5	9.0	710.5
	Term and Seasonal	77.0	-6.5	70.5
	Total FTE's	778.5	2.5	781.0
Operations Support	Full & part-time permanent	224.9	-1.0	223.9
	Term and Seasonal	0.0	0.0	0.0
	Total FTE's	224.9	-1.0	223.9
Parks & Rec	Full & part-time permanent	244.0	-12.4	231.6
	Term and Seasonal	219.8	31.1	250.9
	Total FTE's	463.8	18.7	482.5
Planning & Development	Full & part-time permanent	189.5	-2.0	187.5
	Term and Seasonal	5.1	0.6	5.7
	Total FTE's	194.6	-1.4	193.2
Transportation & Public Works**	Full & part-time permanent	290.0	-9.0	281.0
	Term and Seasonal	44.0	-21.7	22.3
	Total FTE's	334.0	-30.7	303.3
Halifax Transit Services	Full & part-time permanent	920.5	1.5	922.0
	Term and Seasonal	3.3	1.4	4.7
	Total FTE's	923.8	2.9	926.7
	Total FTE's	4176.3	52.6	4228.9

* 15 Positions previously counted as part-time (7.5 FTE) were corrected to full-time (15 FTE)

** Adjusted by 17 FTE's which had the budget removed for the 14-15 Budget, but the FTE count was not corrected

*** 2014-15 FTE's were restated based on the October restructure

HRM Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	324,756,100	336,230,100	328,887,294	346,745,600	10,515,499	3.1
* Office	10,068,500	11,072,400	9,453,848	9,544,750	(1,527,650)	(13.8)
* External Services	94,829,400	96,869,600	126,166,244	110,434,200	13,564,600	14.0
* Supplies	3,675,700	3,377,600	3,912,779	3,559,600	182,000	5.4
* Materials	4,214,600	3,548,300	6,124,953	3,608,600	60,300	1.7
* Building Costs	22,475,300	22,559,450	26,862,317	19,632,900	(2,926,550)	(13.0)
* Equipment & Communications	10,505,800	9,627,650	17,370,611	7,633,700	(1,993,950)	(20.7)
* Vehicle Expense	26,554,600	26,191,500	27,290,708	24,173,700	(2,017,800)	(7.7)
* Other Goods & Services	21,836,000	20,643,400	20,446,383	23,223,250	2,579,850	12.5
* Interdepartmental	(1,800)	17,200	(60,215)	(13,400)	(30,600)	(177.9)
* Debt Service	58,387,900	55,852,900	55,741,207	53,975,100	(1,877,800)	(3.4)
* Other Fiscal	246,689,900	258,357,200	221,022,042	266,615,600	8,258,400	3.2
** Total	823,992,000	844,347,300	843,218,171	869,133,600	24,786,299	2.9
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Tax Revenue	(447,028,400)	(459,183,000)	(454,796,250)	(473,168,700)	(13,985,700)	3.0
* Area Rate Revenue	(203,492,800)	(209,590,600)	(209,718,660)	(214,803,000)	(5,212,400)	2.5
* Tax Agreements	(7,806,000)	(4,852,000)	(4,681,009)	(9,614,000)	(4,762,000)	98.1
* Payments in Lieu of taxes	(34,887,000)	(36,325,700)	(36,187,581)	(37,390,100)	(1,064,400)	2.9
* Transfers from other Gov'ts	(11,105,000)	(10,558,300)	(10,888,007)	(10,739,100)	(180,800)	1.7
* Interest Revenue	(7,110,000)	(7,146,000)	(7,627,206)	(6,765,800)	380,200	(5.3)
* Fee Revenues	(83,317,400)	(81,453,800)	(80,915,422)	(82,261,400)	(807,600)	1.0
* Other Revenue	(29,245,400)	(35,237,900)	(37,296,281)	(34,391,500)	846,400	(2.4)
** Total	(823,992,000)	(844,347,300)	(842,110,416)	(869,133,600)	(24,786,300)	2.9
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	0	0	1,107,755	(0)	(1)	(228.6)

HRM Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
***** Operations Support	39,935,200	38,708,900	39,572,764	39,926,900	1,218,000	3.1
***** Planning & Development	3,536,600	4,249,800	2,713,842	4,871,800	622,000	14.6
***** Parks & Recreation	22,218,600	24,824,600	20,594,973	26,249,400	1,424,799	5.7
***** Office of the Auditor Gene	851,000	865,000	699,676	965,100	100,100	11.6
***** CAO	12,573,000	12,854,100	12,301,272	13,275,700	421,600	3.3
***** Fire & Emergency Services	55,968,000	57,752,300	57,929,217	58,580,000	827,700	1.4
***** Finance & Information,Comm	26,502,000	28,175,600	27,283,103	28,192,900	17,300	0.1
***** Human Resources Services	5,720,000	5,484,300	5,073,550	5,453,400	(30,900)	(0.6)
***** Legal Services	3,148,000	3,182,100	3,162,621	4,186,000	1,003,900	31.5
***** Non-Departmental	(363,535,000)	(369,535,700)	(379,375,173)	(380,831,000)	(11,295,300)	3.1
***** Halifax Transit Services	71,900					
***** RCMP	23,000,000	23,750,000	23,651,045	23,750,000		
***** Regional Police	73,884,000	76,094,700	75,676,151	77,082,800	988,100	1.3
***** Transportation & Public Wo	79,221,700	77,344,300	94,214,766	79,448,500	2,104,200	2.7
***** Non TCA Projects			875,844			
***** Outside Agency Support						
***** Library	16,905,000	16,250,000	16,734,105	18,848,500	2,598,500	16.0
***** Total	0	0	1,107,755	(0)	(1)	(228.6)

HRM Summary of Gross Expenditures

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
***** Operations Support	44,182,500	40,947,900	41,815,085	42,040,900	1,093,000	2.7
***** Planning & Development	16,731,300	16,655,300	15,730,183	17,514,800	859,500	5.2
***** Parks & Recreation	36,640,300	38,910,900	35,092,384	38,799,500	(111,401)	(0.3)
***** Office of the Auditor Gene	851,000	865,000	699,676	965,100	100,100	11.6
***** CAO	16,269,600	16,601,000	16,440,084	17,117,800	516,800	3.1
***** Fire & Emergency Services	56,615,400	58,295,000	58,400,744	58,922,700	627,700	1.1
***** Finance & Information,Comm	29,240,000	30,824,000	30,412,552	30,846,300	22,300	0.1
***** Human Resources Services	5,800,000	5,564,300	5,217,617	5,533,400	(30,900)	(0.6)
***** Legal Services	3,390,500	3,399,500	3,368,802	4,408,000	1,008,500	29.7
***** Non-Departmental	283,808,500	296,086,800	282,486,904	309,947,700	13,860,900	4.7
***** Halifax Transit Services	106,299,000	111,022,600	110,602,139	112,505,700	1,483,100	1.3
***** RCMP	23,000,000	23,750,000	23,651,045	23,750,000		
***** Regional Police	81,472,800	83,334,300	83,526,564	84,476,600	1,142,300	1.4
***** Transportation & Public Wo	96,933,600	94,582,100	111,691,290	96,679,700	2,097,600	2.2
***** Non TCA Projects			932,762			
***** Outside Agency Support	504,400	504,400		504,400		
***** Library	22,253,100	23,004,200	23,150,340	25,121,000	2,116,800	9.2
***** Total	823,992,000	844,347,300	843,218,171	869,133,600	24,786,299	2.9

HRM Summary of Gross Revenues

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
**** Operations Support	(4,247,300)	(2,239,000)	(2,242,321)	(2,114,000)	125,000	(5.6)
**** Planning & Development	(13,194,700)	(12,405,500)	(13,016,341)	(12,643,000)	(237,500)	1.9
**** Parks & Recreation	(14,421,700)	(14,086,300)	(14,497,411)	(12,550,100)	1,536,200	(10.9)
**** Office of the Auditor Gener						
**** CAO	(3,696,600)	(3,746,900)	(4,138,812)	(3,842,100)	(95,200)	2.5
**** Fire & Emergency Services	(647,400)	(542,700)	(471,527)	(342,700)	200,000	(36.9)
**** Finance & Information,Comm	(2,738,000)	(2,648,400)	(3,129,449)	(2,653,400)	(5,000)	0.2
**** Human Resources Services	(80,000)	(80,000)	(144,067)	(80,000)		
**** Legal Services	(242,500)	(217,400)	(206,182)	(222,000)	(4,600)	2.1
**** Non-Departmental	(647,343,500)	(665,622,500)	(661,862,077)	(690,778,700)	(25,156,200)	3.8
**** Halifax Transit Services	(106,227,100)	(111,022,600)	(110,602,139)	(112,505,700)	(1,483,100)	1.3
**** Regional Police	(7,588,800)	(7,239,600)	(7,850,413)	(7,393,800)	(154,200)	2.1
**** Transportation & Public Wor	(17,711,900)	(17,237,800)	(17,476,524)	(17,231,200)	6,600	(0.0)
**** Non TCA Projects			(56,918)			
**** Outside Agency Support	(504,400)	(504,400)		(504,400)		
***** Library	(5,348,100)	(6,754,200)	(6,416,235)	(6,272,500)	481,700	(7.1)
***** Total	(823,992,000)	(844,347,300)	(842,110,416)	(869,133,600)	(24,786,300)	2.9

Summary Details

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	252,348,600	259,048,000	242,170,856	266,986,700	7,938,700	3.1
6002 Salaries - Overtime	12,227,800	11,602,800	16,362,571	12,248,100	645,300	5.6
6003 Wages - Regular		141,300	4,451,664	133,000	(8,300)	(5.9)
6004 Wages - Overtime			2,912			
6005 PDP & Union Con Incr		130,000	50,052	308,000	178,000	136.9
6050 Court Time	1,187,500	1,187,500	1,146,272	1,187,500		
6051 Shift Agreements	54,500	56,000	224,021	91,000	35,000	62.5
6052 Shift Differentials	424,600	424,900	299,715	423,100	(1,800)	(0.4)
6053 Extra Duty	400,000	612,400	619,750	612,400		
6054 Vacation payout			505,337			
6099 Other Allowances	97,000	97,000	6,730	20,000	(77,000)	(79.4)
6100 Benefits - Salaries	46,114,000	50,432,000	50,502,277	53,001,600	2,569,600	5.1
6101 Benefits - Wages			290,009			
6110 Vacancy Management	(4,307,500)	(7,127,700)		(7,111,300)	16,400	(0.2)
6123 NON TCA						
6150 Honorariums	1,712,800	1,916,700	1,913,477	1,917,400	700	0.0
6151 Vehicle Allowance	15,300	3,000	5,107	3,000		
6152 Retirement Incentives	5,060,000	5,088,700	4,329,773	5,010,300	(78,400)	(1.5)
6153 Severence			1,005			
6154 Workers' Compensation	5,099,700	5,127,500	5,001,487	5,271,700	144,200	2.8
6155 Overtime Meals	29,900	30,300	133,633	29,900	(400)	(1.3)
6156 Clothing Allowance	621,600	643,300	641,598	640,200	(3,100)	(0.5)
6157 stipends	313,200	319,500	306,019	319,500		
6158 WCB Recov Earnings	(18,000)	(18,300)	(60,752)	(18,300)		
6194 Sick Bank allowance			483,028			
6199 Comp & Ben InterDept	(797,000)	2,193,700	(187,596)	971,900	(1,221,800)	(55.7)
9200 HR CATS Wage/Ben	4,172,100	4,400,900	(103,970)	4,699,900	298,999	6.8
9210 HR CATS OT Wage/Ben		(79,400)	(207,681)		79,400	(100.0)
* Compensation and Benefits	324,756,100	336,230,100	328,887,294	346,745,600	10,515,499	3.1
6201 Telephone	2,647,450	2,531,000	2,284,267	2,175,500	(355,500)	(14.0)
6202 Courier/Postage	970,800	885,600	863,747	891,750	6,150	0.7
6203 Office Furn/Equip	732,400	632,100	677,528	578,700	(53,400)	(8.4)
6204 Computer S/W & Lic	3,094,500	3,585,700	3,562,966	3,618,800	33,100	0.9
6205 Printing & Reprod	1,362,450	1,608,300	1,151,334	1,217,300	(391,000)	(24.3)
6206 Microfilms	4,800	4,800		4,800		
6207 Office Supplies	893,400	742,100	695,945	729,100	(13,000)	(1.8)
6208 Binding	15,000	15,000	13,438	15,000		
6290 Office Transfer	35,500	763,500	(463)	35,100	(728,400)	(95.4)
6299 Other Office Expenses	312,200	304,300	205,086	278,700	(25,600)	(8.4)
* Office	10,068,500	11,072,400	9,453,848	9,544,750	(1,527,650)	(13.8)

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6301 Professional Fees	617,000	642,900	688,687	1,790,587	1,147,687	178.5
6302 Legal Fees	530,000	283,900	477,522	436,700	152,800	53.8
6303 Consulting Fees	628,800	797,500	3,168,038	1,839,669	1,042,169	130.7
6304 Janitorial Services	2,253,700	1,792,300	2,670,393	2,794,900	1,002,600	55.9
6305 Property Appraisal	78,500	80,000	43,358	80,000		
6306 Property Survey	7,500	15,000	24,407	25,000	10,000	66.7
6308 Snow Removal	1,147,900	1,194,900	1,731,721	2,563,400	1,368,500	114.5
6309 Litigation Disburse	27,000	15,000	9,733	12,000	(3,000)	(20.0)
6310 Outside Personnel	822,400	598,800	746,054	1,048,100	449,300	75.0
6311 Security	988,700	847,500	1,742,774	1,467,300	619,800	73.1
6312 Refuse Collection	694,000	536,800	599,612	540,900	4,100	0.8
6314 Prosecution Services	163,100	161,500	128,678	162,200	700	0.4
6315 Outside Policing	23,450,000	24,182,500	23,904,230	24,087,000	(95,500)	(0.4)
6390 Ext Svc Transfer	34,200		(60,512)	45,000	45,000	
6399 Contract Services	63,386,600	65,721,000	90,291,548	73,541,444	7,820,444	11.9
* External Services	94,829,400	96,869,600	126,166,244	110,434,200	13,564,600	14.0
6401 Uniforms & Clothing	1,490,800	1,224,800	1,443,486	1,332,800	108,000	8.8
6402 Med & First Aid Supp	19,200	20,000	34,200	25,000	5,000	25.0
6403 Patrol Equip Supplies	380,500	418,400	489,652	417,400	(1,000)	(0.2)
6404 Rec Prog Supplies	425,200	411,600	471,153	474,800	63,200	15.4
6405 Photo Supp & Equip	31,500	25,400	21,243	25,400		
6406 Bridge Tolls	446,300	455,750	471,294	456,800	1,050	0.2
6407 Clean/Sani Supplies	479,800	363,200	499,316	390,000	26,800	7.4
6409 Personal Protect Equ	29,400	70,100	112,464	112,000	41,900	59.8
6490 Supplies Transfer	61,700	23,550		6,800	(16,750)	(71.1)
6499 Other Supplies	311,300	364,800	369,970	318,600	(46,200)	(12.7)
* Supplies	3,675,700	3,377,600	3,912,779	3,559,600	182,000	5.4
6501 Asphalt	906,900	197,000	387,629	257,600	60,600	30.8
6502 Chemicals	143,900	127,900	247,300	165,500	37,600	29.4
6503 Fertilizer	51,100	25,500	5,624	24,500	(1,000)	(3.9)
6504 Hardware	316,600	244,100	355,711	320,800	76,700	31.4
6505 Lubricants	29,100	30,100	21,631	31,000	900	3.0
6506 Lumber	61,300	59,300	79,796	59,300		
6507 Propane	140,100	136,500	154,673	143,700	7,200	5.3
6508 Ready Mix Concrete	59,800	125,800	104,395	125,700	(100)	(0.1)
6510 Road Oils	11,700	9,300	6,213	7,900	(1,400)	(15.1)
6511 Salt	1,627,200	1,628,400	3,992,939	1,628,400		
6512 Sand	157,500	154,000	17,998	154,000		
6513 Seeds & Plants	58,800	59,300	54,670	55,300	(4,000)	(6.7)
6514 Sods	38,900	38,100	22,742	22,900	(15,200)	(39.9)
6515 Stone and Gravel	86,500	71,300	78,652	89,500	18,200	25.5
6516 Topsoil	77,700	103,500	33,107	85,300	(18,200)	(17.6)
6517 Paint	300,400	364,900	350,534	335,000	(29,900)	(8.2)
6518 Metal	56,200	52,000	24,622	41,600	(10,400)	(20.0)
6519 Welding Supplies	3,000	5,000	17,588	7,000	2,000	40.0
6520 Salt-Sand Mix	600	600	127,455	600		
6590 Materials Transfer			(224)			
6599 Other Materials	87,300	115,700	41,898	53,000	(62,700)	(54.2)
* Materials	4,214,600	3,548,300	6,124,953	3,608,600	60,300	1.7

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6602 Electrical	983,500	868,500	1,228,971	917,000	48,500	5.6
6603 Grnds & Landscaping	2,048,600	2,004,400	1,663,787	302,900	(1,701,500)	(84.9)
6604 Bus Gates/Shltr-R&M	10,000	20,000	22,102	73,600	53,600	268.0
6605 Municipal Taxes	916,700	967,500	926,572	1,151,300	183,800	19.0
6606 Heating Fuel	2,769,400	1,651,300	2,333,698	1,709,900	58,600	3.5
6607 Electricity	11,890,600	11,379,200	10,492,211	10,642,000	(737,200)	(6.5)
6608 Water	701,800	555,800	910,196	740,800	185,000	33.3
6609 Elevator & Escalator	104,500	198,300	109,672	126,900	(71,400)	(36.0)
6610 Building - Exterior	281,600	208,600	945,725	382,700	174,100	83.5
6611 Building - Interior	493,100	518,800	616,260	469,000	(49,800)	(9.6)
6612 Safety Systems	396,600	379,600	780,812	794,900	415,300	109.4
6613 Overhead Doors	80,000	53,700	214,420	103,800	50,100	93.3
6614 Envir Assess/Cleanup	36,500	34,500	3,851,775	160,600	126,100	365.5
6615 Vandalism Clean-up	201,900	201,900	193,972	201,900		
6616 Natural Gas-Buildings	590,300	418,300	1,740,105	1,025,500	607,200	145.2
6617 Pest Management	78,200	98,300	71,360	84,700	(13,600)	(13.8)
6690 Building Exp Transfe		42,750	283		(42,750)	(100.0)
6699 Other Building Cost	892,000	2,958,000	760,397	745,400	(2,212,600)	(74.8)
* Building Costs	22,475,300	22,559,450	26,862,317	19,632,900	(2,926,550)	(13.0)
6701 Equipment Purchase	1,793,400	1,592,700	1,045,373	1,695,400	102,700	6.4
6702 Small Tools	231,500	183,750	191,288	206,200	22,450	12.2
6703 Computer Equip/Rent	1,726,400	1,312,000	951,364	1,070,200	(241,800)	(18.4)
6704 Equipment Rental	2,352,800	2,308,100	10,387,870	246,000	(2,062,100)	(89.3)
6705 Equip - R&M	1,019,900	1,116,700	758,778	831,700	(285,000)	(25.5)
6706 Computer R&M	399,800	418,000	398,437	403,600	(14,400)	(3.4)
6707 Plumbing & Heating	190,700	131,900	437,574	247,300	115,400	87.5
6708 Mechanical Equipment	641,900	852,400	1,321,479	990,500	138,100	16.2
6711 Communication System	968,200	847,600	836,624	904,600	57,000	6.7
6730 Comm. Circuits	50,000	50,000			(50,000)	(100.0)
6731 Airtime	857,200	594,200	856,359	850,200	256,000	43.1
6732 Mobile Data	257,000	190,000	187,743	190,000		
6733 Site Rentals	19,000	19,000			(19,000)	(100.0)
6790 Equipment Transfer	(2,000)	11,300	(2,279)	(2,000)	(13,300)	(117.7)
* Equipment & Communications	10,505,800	9,627,650	17,370,611	7,633,700	(1,993,950)	(20.7)
6802 Vehicle R&M	10,921,700	11,158,800	12,967,610	11,152,900	(5,900)	(0.1)
6803 Vehicle Fuel - Diesel	12,715,500	12,109,300	11,930,197	10,920,400	(1,188,900)	(9.8)
6804 Vehicle Fuel - Gas	1,918,700	1,894,500	1,504,608	1,270,500	(624,000)	(32.9)
6805 Tires and Tubes	1,053,500	1,005,500	969,904	918,100	(87,400)	(8.7)
6806 Vehicle Rentals	27,900	27,900	22,841	33,700	5,800	20.8
6807 Vehicle Leases	120,500	7,000	19		(7,000)	(100.0)
6890 Vehicle Transfer	(15,800)	(71,000)	(253,106)	(165,400)	(94,400)	133.0
6899 Other Vehicle Expense	(187,400)	59,500	148,635	43,500	(16,000)	(26.9)
* Vehicle Expense	26,554,600	26,191,500	27,290,708	24,173,700	(2,017,800)	(7.7)

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6901 Membership Dues	478,350	481,550	471,158	548,600	67,050	13.9
6902 Conferences/Workshop	205,950	233,950	192,424	247,250	13,300	5.7
6903 Travel - Local	949,900	913,200	882,488	948,600	35,400	3.9
6904 Travel - Out of Town	525,900	631,400	715,388	725,300	93,900	14.9
6905 Training & Education	1,548,000	1,428,400	1,186,180	1,559,150	130,750	9.2
6906 Licenses & Agreements	520,300	457,500	581,945	618,100	160,600	35.1
6907 Commission Fees	350,000	360,000	400,210	360,000		
6908 Medical Examinations	60,400	120,700	205,301	123,700	3,000	2.5
6909 Cost of Sales	632,800	532,800	626,916	622,800	90,000	16.9
6910 Signage	126,800	145,100	95,527	159,100	14,000	9.6
6911 Facilities Rental	5,558,200	5,583,400	5,533,899	5,827,600	244,200	4.4
6912 Advertising/Promotio	964,350	1,212,050	1,270,386	1,223,200	11,150	0.9
6913 Awards	162,650	122,900	100,300	128,400	5,500	4.5
6914 Recruiting	119,000	80,000	158,448	142,200	62,200	77.8
6915 Research Data Acquis	12,900	6,400	22,742	16,400	10,000	156.3
6916 Public Education	298,600	284,000	160,670	272,000	(12,000)	(4.2)
6917 Books and Periodicals	1,976,200	1,922,200	2,636,954	1,935,900	13,700	0.7
6918 Meals	123,150	127,950	154,424	147,900	19,950	15.6
6919 Special Projects	2,354,900	2,097,700	1,079,186	2,998,500	900,800	42.9
6928 Committee Expenses	11,400	10,500	6,880	9,400	(1,100)	(10.5)
6929 Procurement Card Clg			10,225			
6932 Youth Pr Services	95,000					
6933 Community Events	1,061,900	1,001,200	927,844	1,058,700	57,500	5.7
6936 Staff Relations	50,000	50,000	83,828	50,000		
6937 Corporate Training	255,000	215,500	186,665	200,000	(15,500)	(7.2)
6938 Rewarding Excellence	135,250	111,300	69,725	107,450	(3,850)	(3.5)
6939 Duty to Accomodate	200					
6940 Fencing	142,000	138,800	122,793	154,900	16,100	11.6
6941 Playground Equipment	80,400	36,900	35,001	38,500	1,600	4.3
6942 Management Fees	707,000	507,400	514,830	521,300	13,900	2.7
6943 Health and Wellness	150,900	120,700	89,214	120,700		
6946 Branch Programming	28,100	28,100	41,885	39,900	11,800	42.0
6947 Literacy/Heritage Pr	10,500	10,500	14,724	10,500		
6948 Arts/Perform.Program	8,600	8,600	10,541	12,000	3,400	39.5
6949 Readers Serv Program						
6950 Region.Serv.Program	16,500	16,500	46,082	20,000	3,500	21.2
6953 Special Projects	788,500					
6960 Loss on Disposal			645,756			
6990 Gds & Svcs Trsf	20,700	45,700	(18)	50,100	4,400	9.6
6999 Other Goods/Services	1,305,700	1,600,500	1,165,861	2,225,100	624,600	39.0
* Other Goods & Services	21,836,000	20,643,400	20,446,383	23,223,250	2,579,850	12.5
7005 Interdept EXP	2,016,300					
7006 Interdept REV	(2,016,300)		(1,500)			
7009 Internal Trfr Other	(500)	(500)	(16,165)	(29,100)	(28,600)	5,720.0
7011 Int Trf Record Check	(2,300)	(2,300)		(3,300)	(1,000)	43.5
7012 Int Trf Print/Reprod		5,000	(4,880)	5,000		
7013 Int Trf Extra Duty			(24,330)			
7015 Int Trf FacilityRent						
7099 Interdept Chargeback		14,000	(500)	14,000		
9900 Rev/Exp.Vehicle Rent	1,000	1,000	(11,887)	0	(1,000)	(100.0)
9911 PM Labour-Reg			(597)			
9972 Truck Stock Chargebk			(356)			
* Interdepartmental	(1,800)	17,200	(60,215)	(13,400)	(30,600)	(177.9)

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
8010 Other Interest	36,200	66,100	45,650	30,600	(35,500)	(53.7)
8011 Interest on Debentur	13,044,000	11,832,700	11,745,949	10,833,000	(999,700)	(8.4)
8012 Principal on Debentu	45,305,300	43,951,700	43,949,608	43,109,100	(842,600)	(1.9)
8013 Loan Principal Repay	2,400	2,400		2,400		
* Debt Service	58,387,900	55,852,900	55,741,207	53,975,100	(1,877,800)	(3.4)
8001 Transf Outside Agenc	155,074,400	161,209,600	160,299,723	168,018,200	6,808,600	4.2
8002 Insurance Claims			808,404			
8003 Insurance Pol/Prem	4,449,300	4,319,000	2,043,571	3,941,700	(377,300)	(8.7)
8004 Grants	4,191,165	4,663,965	4,675,789	6,278,343	1,614,378	34.6
8005 Tax Exemptions	1,335,000	1,425,000	1,355,705	1,425,000		
8006 Tax Concess Non Prof	3,535,000	3,535,000	3,033,315	3,535,000		
8007 Tax Concess Commerci	755,000	755,000	241,994	605,000	(150,000)	(19.9)
8008 Transf to/fr Reserve	18,126,800	17,028,200	10,430,675	15,488,357	(1,539,843)	(9.0)
8009 Fire Protection	11,327,000	10,467,000	10,031,940	9,645,000	(822,000)	(7.9)
8014 Capital from Operati	47,155,900	47,812,000	17,582,899	47,243,400	(568,600)	(1.2)
8015 Debenture Discount	288,000	269,300	269,023	270,700	1,400	0.5
8016 Provision for Allow	3,000,000	3,700,000	5,135,735	4,200,000	500,000	13.5
8017 Bank Charges	377,100	380,200	393,254	410,200	30,000	7.9
8022 Transf to/fr Trust	(800)	(800)	(71,512)	(800)		
8024 Transf to/fr Capital	1,846,000	571,800	2,555,062	3,516,000	2,944,200	514.9
8026 Property Damage			63,058			
8034 Approp for Forecast	1,406,535	1,633,635			(1,633,635)	(100.0)
8045 Amortization Expense			318,957			
8046 Stormwater ROW Chg		3,881,000	3,881,408	3,881,000		
9000 Prior Yr. Sur/Def	(6,176,500)	(3,292,700)	(1,239,990)	(1,841,500)	1,451,200	(44.1)
9001 Current Yr. Sur/Def			(786,966)			
* Other Fiscal	246,689,900	258,357,200	221,022,042	266,615,600	8,258,400	3.2
** Total	823,992,000	844,347,300	843,218,171	869,133,600	24,786,299	2.9
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
4001 Res. Property Taxes	(205,399,000)	(211,864,900)	(211,903,035)	(225,942,300)	(14,077,400)	6.6
4002 Comm. Property Taxes	(199,097,400)	(207,687,100)	(208,687,535)	(211,624,200)	(3,937,100)	1.9
4005 Resrc Property Taxes	(1,383,000)	(1,390,000)	(1,403,585)	(1,410,000)	(20,000)	1.4
4006 Rec. Non Profit	(15,000)	(15,000)	(16,914)	(15,000)		
4007 Resource Forest Taxes	(42,000)	(42,000)	(41,901)	(42,000)		
4008 Comm. Forest Taxes	(92,000)	(81,000)	(81,224)	(81,000)		
4100 Deed Transfer Taxes	(39,000,000)	(36,000,000)	(31,333,716)	(32,000,000)	4,000,000	(11.1)
4101 Capital Charges	(2,000,000)	(2,103,000)	(1,328,341)	(2,054,200)	48,800	(2.3)
* Tax Revenue	(447,028,400)	(459,183,000)	(454,796,250)	(473,168,700)	(13,985,700)	3.0
4201 Area Rate Residential	(127,609,600)	(130,612,500)	(130,745,336)	(134,170,000)	(3,557,500)	2.7
4202 Area Rate Commercial	(34,092,900)	(35,370,200)	(35,414,267)	(36,485,600)	(1,115,400)	3.2
4204 Area Rate Loc Transi	(25,012,000)	(26,258,000)	(26,193,111)	(26,717,500)	(459,500)	1.7
4205 Area Rate Reg Transp	(15,898,000)	(16,472,000)	(16,486,114)	(16,587,300)	(115,300)	0.7
4206 Area Rate Resource	(880,300)	(877,900)	(879,832)	(842,600)	35,300	(4.0)
* Area Rate Revenue	(203,492,800)	(209,590,600)	(209,718,660)	(214,803,000)	(5,212,400)	2.5
4501 Tax Agreement - NSLC	(669,000)	(697,000)	(687,922)	(696,000)	1,000	(0.1)
4502 Tax Agreement - NSPI	(3,021,000)	(3,186,000)	(3,186,244)	(3,200,000)	(14,000)	0.4
4503 Tax Agreement - MT&T	(1,788,000)	(1,727,000)	(1,767,418)	(1,645,000)	82,000	(4.7)
4505 Tax Agreement - Impe	(3,608,000)	(250,000)	(250,000)		250,000	(100.0)
4506 Tax Agreement - Mari	(1,073,000)	(973,000)	(962,801)	(912,000)	61,000	(6.3)
4507 Tax Agreement - Heri	(384,000)	(769,000)	(534,493)	(1,100,000)	(331,000)	43.0
4508 Tax Agreement - HIAA				(1,447,000)	(1,447,000)	
4509 Tax Agrmnt - Irving				(564,000)	(564,000)	
4550 Tax Agreement - Other			(50,851)	(50,000)	(50,000)	
4551 Hfx Int'l Tax O-set	2,737,000	2,750,000	2,758,720		(2,750,000)	(100.0)
* Tax Agreements	(7,806,000)	(4,852,000)	(4,681,009)	(9,614,000)	(4,762,000)	98.1

Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
4601 Grant in Lieu-Fed	(21,612,700)	(22,268,900)	(21,828,787)	(22,412,900)	(144,000)	0.6
4602 Grant in Lieu-Prov.	(8,334,300)	(8,700,800)	(8,506,917)	(9,124,200)	(423,400)	4.9
4603 Grant in Lieu-CPC	(686,000)	(660,000)	(661,676)	(685,000)	(25,000)	3.8
4605 Grant Lieu-Hflx Port	(2,374,000)	(2,788,000)	(2,279,429)	(2,926,000)	(138,000)	4.9
4606 Grant in Lieu - CBC	(330,000)	(346,000)	(219,061)	(208,000)	138,000	(39.9)
4607 Grant Lieu -Via Rail	(148,000)	(143,000)	(141,597)	(172,000)	(29,000)	20.3
4608 Grant in Lieu - WCB	(136,000)	(129,000)	(127,316)	(133,000)	(4,000)	3.1
4609 Grant in Lieu- Citad	(1,031,000)	(1,059,000)	(2,121,734)	(1,485,000)	(426,000)	40.2
4610 Grant in Lieu-NRC	(74,000)	(68,000)	(67,000)	(70,000)	(2,000)	2.9
4650 Grant in Lieu - Other	(161,000)	(163,000)	(234,063)	(174,000)	(11,000)	6.7
* Payments in Lieu of taxes	(34,887,000)	(36,325,700)	(36,187,581)	(37,390,100)	(1,064,400)	2.9
4703 Cond.Grant NS(Other)	(4,835,200)	(4,835,200)	(4,674,750)	(4,916,000)	(80,800)	1.7
4706 Uncond.Grant NS(oth)	(3,300,000)	(3,600,000)	(3,730,410)	(3,700,000)	(100,000)	2.8
4750 Other Grants	(2,969,800)	(2,123,100)	(2,482,847)	(2,123,100)		
* Transfers from other Gov'ts	(11,105,000)	(10,558,300)	(10,888,007)	(10,739,100)	(180,800)	1.7
4801 Int. Rev. - Tax	(4,500,000)	(4,550,000)	(4,984,636)	(4,700,000)	(150,000)	3.3
4803 Int. Rev. - Cap.Chrg	(500,000)	(426,000)	(519,338)	(395,800)	30,200	(7.1)
4850 Int. Rev. - Other	(110,000)	(70,000)	(97,099)	(70,000)		
4860 Investment Income	(2,000,000)	(2,100,000)	(2,026,133)	(1,600,000)	500,000	(23.8)
* Interest Revenue	(7,110,000)	(7,146,000)	(7,627,206)	(6,765,800)	380,200	(5.3)
4901 Parking Meters	(2,818,000)	(2,760,000)	(2,613,842)	(2,760,000)		
4902 Fines Fees	(4,186,300)	(4,550,300)	(4,400,196)	(4,539,600)	10,700	(0.2)
4903 Building Permits	(4,500,000)	(3,600,000)	(4,547,714)	(4,000,000)	(400,000)	11.1
4904 Plumbing Permits	(130,000)	(105,000)	(135,798)	(120,000)	(15,000)	14.3
4905 St. Opening Permits	(294,400)	(293,000)	(196,715)	(240,000)	53,000	(18.1)
4906 Subdivision Applic.	(110,000)	(100,000)	(70,500)	(83,000)	17,000	(17.0)
4907 Taxi Licenses	(165,000)	(165,000)	(117,259)	(158,000)	7,000	(4.2)
4908 Animal Licenses	(200,000)	(200,000)	(186,223)	(200,000)		
4909 False Alarm Recovery	(280,000)	(275,000)	(244,486)	(275,000)		
4910 NSLC Offences	(16,000)					
4911 Zoning Fees	(90,000)	(89,000)	(75,200)	(88,000)	1,000	(1.1)
4912 Signs & Encroachments	(290,000)	(703,500)	(622,605)	(745,000)	(41,500)	5.9
4913 Occupancy Permits	(2,000)	(2,000)		(2,000)		
4914 Grade Alterations	(49,700)	(39,000)	(36,683)	(32,000)	7,000	(17.9)
4915 Minor Variance	(18,000)	(24,500)	(32,150)	(26,000)	(1,500)	6.1
4916 Vending Licenses	(40,000)	(40,000)	(36,048)	(40,000)		
4920 Development Permits	(400,000)	(338,000)	(225,199)	(280,000)	58,000	(17.2)
4950 Other Lic. & Permits	(52,500)	(40,500)	(33,590)	(35,500)	5,000	(12.3)
4951 By-Law F300 Revenue	(1,800,000)	(1,735,000)	(1,705,481)	(1,735,000)		
5101 Parking Rentals	(2,702,000)	(2,116,600)	(2,485,454)	(2,451,600)	(335,000)	15.8
5102 Facilities Rentals	(3,223,300)	(3,141,500)	(2,814,508)	(3,382,200)	(240,700)	7.7
5150 Other Rental Revenue	(43,500)	(10,000)	(38,873)	(38,600)	(28,600)	286.0
5151 Lease Revenue	(1,007,900)	(805,700)	(986,819)	(800,100)	5,600	(0.7)
5201 Fare Revenue	(30,200,000)	(34,050,000)	(33,397,825)	(34,470,000)	(420,000)	1.2
5204 Administration Fees	(205,200)	(207,500)	(187,139)	(207,500)		
5205 Tax Certificates	(315,000)	(270,000)	(245,325)	(270,000)		
5206 Stipends	(38,500)	(38,500)	(38,851)	(38,500)		
5207 Arts & Crafts Revenue	(76,600)	(82,500)	(89,409)	(99,500)	(17,000)	20.6
5208 Dance & Drama Revenue	(99,300)	(106,100)	(86,660)	(109,200)	(3,100)	2.9
5209 Comm. Events Rev.	(320,900)	(530,800)	(579,744)	(530,800)		
5210 Sport & Fitness Rev.	(820,400)	(758,000)	(699,921)	(727,800)	30,200	(4.0)
5211 Program Facil. Rev.	(89,600)	(87,000)	(66,875)	(80,000)	7,000	(8.0)
5212 Leisure Skills Rev.	(262,300)	(276,300)	(248,570)	(261,100)	15,200	(5.5)
5213 Play. & Camp Rev.	(568,400)	(651,800)	(685,835)	(708,900)	(57,100)	8.8
5214 Wellness Revenue	(12,500)	(12,500)	(16,550)	(15,500)	(3,000)	24.0

Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
5215 Aquat.Rev.-Instuct.	(1,006,300)	(1,001,300)	(949,611)	(937,000)	64,300	(6.4)
5216 Aquat.Rev.-Recreat.	(179,900)	(173,100)	(162,179)	(179,500)	(6,400)	3.7
5218 Hockey Revenue			(8,115)			
5219 Ice Rentals	(3,631,700)	(3,670,000)	(3,606,602)	(3,681,400)	(11,400)	0.3
5220 Public Skates	(29,800)	(25,000)	(17,820)	(25,000)		
5222 Access-A-Bus Fare Re	(220,000)					
5224 Ferry Fare Revenue	(2,100,000)					
5225 Tipping Fees-Waste R	(11,095,000)	(11,216,000)	(10,709,624)	(11,154,500)	61,500	(0.5)
5227 Photocopier Revenue	(200)	(200)	(208)	(200)		
5228 Membership Revenue	(936,400)	(919,800)	(901,773)	(929,800)	(10,000)	1.1
5229 Tax Sale Admin Fees	(145,000)	(145,000)	(186,861)	(145,000)		
5235 GRS Drop In Program	(29,300)	(13,100)		(13,100)		
5250 Sales of Svcs-Other	(1,873,900)	(1,207,200)	(1,014,364)	(1,174,300)	32,900	(2.7)
5253 Subdiv Insp Fees	(40,000)	(24,000)	(26,029)	(32,000)	(8,000)	33.3
5255 Engineering Fees						
5256 SOT Revenue	(3,000,000)	(2,500,000)	(2,177,275)	(2,380,000)	120,000	(4.8)
5402 Sale of Bottles	(85,000)	(85,000)	(66,395)	(85,000)		
5403 Sale-Other Recycle	(2,165,000)	(2,165,000)	(2,139,064)	(1,940,000)	225,000	(10.4)
5404 Canteen Revenue	(2,600)	(5,100)	(188,924)	(5,100)		
5410 Gain on Disposal			(798,467)			
5450 Other Sales Revenue	(1,350,000)	(99,400)	(14,067)	(29,100)	70,300	(70.7)
* Fee Revenues	(83,317,400)	(81,453,800)	(80,915,422)	(82,261,400)	(807,600)	1.0
5501 Fundraising	(5,400)	(5,400)		(5,400)		
5502 HRWC Dividend	(4,200,000)	(4,579,000)	(4,340,108)	(4,579,000)		
5503 Advertising Revenue	(799,300)	(797,300)	(840,161)	(801,900)	(4,600)	0.6
5504 StormWater ROW Levies		(3,881,000)	(3,780,231)	(3,881,000)		
5507 Over and Short						
5508 Recov External Parti	(21,478,800)	(22,021,000)	(24,679,788)	(21,885,200)	135,800	(0.6)
5509 NSF Chq Fee	(28,400)	(28,400)	(26,503)	(28,400)		
5513 Government Rebates						
5520 Donations	(5,000)	(1,411,100)	(706,987)	(581,100)	830,000	(58.8)
5521 CUPE Admin Fee	(80,000)	(80,000)	(54,067)	(80,000)		
5600 Miscellaneous Revenue	(2,648,400)	(2,434,700)	(2,865,710)	(2,549,500)	(114,800)	4.7
5804 Transfer - Urban Rate	(100)		(2,726)			
* Other Revenue	(29,245,400)	(35,237,900)	(37,296,281)	(34,391,500)	846,400	(2.4)
** Total	(823,992,000)	(844,347,300)	(842,110,416)	(869,133,600)	(24,786,300)	2.9
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	0	0	1,107,755	(0)	(1)	(228.6)

Halifax Regional Fire & Emergency

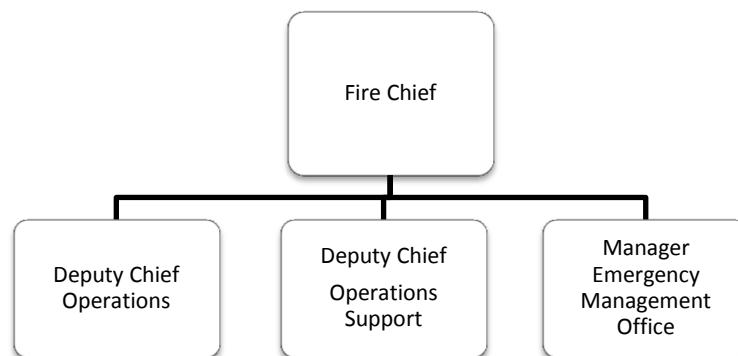
2015/16 Budget and Business Plan

Mission: Our members are dedicated to enhancing and preserving quality of life, property and environment through education, leadership, partnerships and effective response to emergencies to ensure the citizens of HRM live in safe, inclusive and welcoming communities.

Halifax Regional Fire & Emergency Overview

Halifax Regional Fire and Emergency (HRFE) serve and protect 413,700 permanent residents in a 5,577 km² area. Strategically located in 52 fire stations throughout HRM, career and volunteer fire crews provide a full range of emergency services including: fire prevention (fire inspections & code enforcement, fire investigations, plans examination, and public fire safety education), fire suppression and rescue, technical rescue (auto extrication, machinery, ice-water, high and low angle rope, trench, and confined space rescue, USAR – urban search & rescue), hazardous materials response including CBRNE (chemical, biological, radioactive, nuclear and explosive), pre-hospital emergency medical services, and emergency preparedness.

Halifax Regional Fire & Emergency Org Chart



Funded Full Time Equivalents (FTEs)

	2014/15 Approved (Apr 1/13)	2015/16 Proposed Change (+/-)	2015/16 Approved Total FTE's
Funded FTEs Includes full & part-time permanent positions	482	7	489
Term and Seasonal	0.0	0.8	0.8
Total FTE's	482.0	7.8	489.8

Halifax Regional Fire & Emergency Operating Budget Overview

FIRE Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	52,110,400	54,258,400	54,124,269	55,130,400	872,000	1.6
* Office	456,300	272,100	256,964	272,100		
* External Services	271,000	517,500	538,022	542,500	25,000	4.8
* Supplies	497,500	492,000	651,755	559,000	67,000	13.6
* Materials			83,941			
* Building Costs	152,100	170,600	234,658	171,600	1,000	0.6
* Equipment & Communications	909,300	409,300	508,924	408,300	(1,000)	(0.2)
* Vehicle Expense			2,073			
* Other Goods & Services	1,189,300	1,114,900	934,326	944,900	(170,000)	(15.2)
* Interdepartmental			7,835			
* Debt Service	981,000	907,700	907,714	726,400	(181,300)	(20.0)
* Other Fiscal	48,500	152,500	150,264	167,500	15,000	9.8
** Total	56,615,400	58,295,000	58,400,744	58,922,700	627,700	1.1
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(81,100)	(81,100)	(69,276)	(81,100)		
* Other Revenue	(566,300)	(461,600)	(402,251)	(261,600)	200,000	(43.3)
** Total	(647,400)	(542,700)	(471,527)	(342,700)	200,000	(36.9)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	55,968,000	57,752,300	57,929,217	58,580,000	827,700	1.4

Halifax Regional Fire & Emergency Budget Overview by Service Area

Fire Service Area Budget Overview

Service Area	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var. %
Operations Summary of Expense & Revenue Types	45,191,200	46,592,200	46,593,138	47,210,400	618,200	1%
Operations Support Summary of Expense & Revenue Types	10,776,800	11,160,100	11,336,078	11,369,600	209,500	2%
	55,968,000	57,752,300	57,929,217	58,580,000	827,700	1%

Halifax Regional Fire & Emergency Key Metrics

Key Metrics and Drivers	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	90.3%	90.7%	92.0%	93.0%	93.6%
Expenditures per Dwelling (191,579 dwellings)	\$293	\$295	\$302	\$307	\$308
Emergency Response Times – Urban (Standard: 300 seconds)	207	203	206	300	300
Emergency Response Time – Rural (Standard: 600 seconds)	349	323	320	600	600
% of Time Urban Fire Response Times are Met	84%	84%	83%	90%	90%
% of Time Rural Fire Response Times are Met	82%	89%	91%	90%	90%

Halifax Regional Fire & Emergency Strategic Initiatives for 2015/16

Strategic Alignment	
HRFE 1.01	Healthy Communities – Public Safety
HRFE Communications and Technology Roadmap Aligning and supporting HRFE's Master Fire Plan, this initiative focuses on driving service improvement through implementation and updating of supporting technology. The Communications and Technology Roadmap, developed and approved by Council in 2014/15, includes a Data/Process Review, FDM Functional Review and start of the Functional Upgrade, upgrade of the Trunked Mobile Radio communication technology, implementation of a Learning Management System, as well as other deliverables aimed at improving the effectiveness of fire call management technology, policies and procedures, training initiatives, and disaster management systems. Phased implementation of the roadmap began in 2014/15.	
HRFE 1.02	Healthy Communities – Public Safety
HRFE Human Resource Initiatives To address current and future staffing needs and ensure a stable, long-term work force, HRFE is focussing on human resources. This initiative includes development of a new, comprehensive firefighter recruitment and outreach program, conducting targeted volunteer recruitment blitzes, development of formal succession planning model which includes career paths for all department positions, updating job descriptions and creation of staff development plans, and delivery of officer training.	
HRFE 1.03	Healthy Communities – Public Safety
HRFE Operational Review/Strategic Master Plan HRFE is undertaking a multi-year initiative to develop and implement a long-range plan for emergency service protection in HRM. In 2014/15, Phase 2 HRFE's Master Fire Plan/Operational Review was presented to Council	

which contained recommendations related to the deployment of apparatus, station location, safe and effective staffing levels, organization structure and support processes. HRFE will begin phased implementation based on Council's direction in 2015/2016. Phase 3 Review Service Delivery Standards and Admin Order 24 will be completed in 2015/2016 and will provide Council with recommendations and planned amendments.

Summary of 2015/16 Halifax Regional Fire & Emergency Changes

Cost Reduction Initiatives	Proposed 15/16 Savings
Line item reductions	150,000
Total to offset base cost	\$150,000
New or Expanded Services	Projected 15/16 Costs
Sheet Harbour E Platoon - 5 firefighters plus equipment	\$221,000
Black Point – 2 firefighters plus equipment	\$116,500
Service Delivery Standard & Admin Order 24 Review – Consultant Cost	\$200,000
Total New or Expanded Service Costs	\$537,500

2015/16 Halifax Regional Fire & Emergency Service Area Plans

Operations:

The Operations Division provides emergency service protection to every part of HRM operating out of 52 fire stations: 18 – twenty four hour Career Stations, 9 Composite Stations (Career and Volunteer) and 25 Volunteer Stations. The current delivery standard (2006) is predicated on population density.

Challenges facing the division include volunteer recruitment and retention, deployment issues (station location vs. effective service delivery), inadequate training facilities and increased strain on budget to provide medical first responder services.

Services Delivered:

Fire Rescue and Emergency Services - Career and volunteer fire crews provide a full range of emergency services including fire suppression and rescue-structural & wildland/urban interface, pre-hospital emergency medical services (MFR), technical rescue-auto extrication, ice/water(shore based), confined space, trench, high/low angle rope, heavy search and rescue, marine firefighting-shore line protection, hazardous materials/dangerous goods response, chemical biological radiological & nuclear(CBRN)-Provincial response.

Operations Budget Overview

Operations Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	43,838,000	45,749,100	45,803,139	46,573,600	824,500	1.8
* Office			18			
* External Services	51,000	50,000	49,176	50,000		
* Supplies			8,752			
* Materials			71,888			
* Building Costs		4,000	4,607	4,000		
* Equipment & Communications	555,000	105,000	105,373	105,000		
* Vehicle Expense			1,813			
* Other Goods & Services	61,900	67,400	65,474	42,400	(25,000)	(37.1)
* Interdepartmental			180			
* Debt Service	981,000	907,700	907,714	726,400	(181,300)	(20.0)
* Other Fiscal						
** Total	45,486,900	46,883,200	47,018,134	47,501,400	618,200	1.3
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(81,100)	(81,100)	(69,276)	(81,100)		
* Other Revenue	(214,600)	(209,900)	(355,719)	(209,900)		
** Total	(295,700)	(291,000)	(424,995)	(291,000)		
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	45,191,200	46,592,200	46,593,138	47,210,400	618,200	1.3

Operations Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Cost Per Capita (Net Fire Budget)	\$133	\$136	\$139	\$141

2015/16 Operations Key Deliverables

Strategic Alignment	15/16 Deliverables
Healthy Communities – Public Safety	Implement Council Approved Operational Review Recommendations Implement Council Approved Operational Review Recommendations relating to the deployment of apparatus and station location, safe and effective staffing levels, organization structure and support processes.
Our People – Recruitment Strategy	Develop Community Outreach program Develop a proactive Community Outreach Program intended to aid in volunteer firefighter recruitment

Operations Support

The primary role of this division is to provide public fire safety information and prevention services in addition to supporting emergency operations. The division operates from a number of satellite locations in HRM.

Services Delivered:

- Fire Prevention – Responsible for life safety inspections and code enforcement, fire investigations, plans examination and public safety education, issues permits to support the prevention of fire related incidents.
- Professional Development, Training & Safety - Train and certify firefighters, company officers, and chief officers to industry and regulatory standards to support provision of effective and safe fire and emergency responses. This division also oversees all department accident reporting and investigates serious accidents directly. This division produces safety related policies and procedures and delivers health and safety training, investigates safety complaints, consults on safety challenges and represents the department to outside agencies i.e. NS Department of Labour.
- Communications and Technology – Fire relies heavily on voice, data and information technology in carrying out firefighting activities. This division is responsible for base, mobile and portable radios, pagers, cell phones, computers, RMS (records management) and related technology. Section staff evaluates ways to improve emergency response capability through the use of technology and streamlining business processes.
- Logistics - The provision of physical equipment and resources needed for day-to-day operations including repairs and maintenance on self-contained breathing apparatus.
- Emergency Management Office - Ensures a professional municipal response to emergencies by providing leadership to HRM and agencies to ensure readiness in the event of a disaster or large scale emergency situation with multi-agency / multi-jurisdictional emergency response (large scale incident) coordination.
- Fire Fighter Assistance Program & Health and Wellness – Staff coordinate the Firefighter Assistance Program (FFAP), Critical Incident Stress Management Program (CSIM) and peer referral programs for career & volunteer members.

Operations Support Budget Overview

Operations Support Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	8,272,400	8,509,300	8,321,130	8,556,800	47,500	0.6
* Office	456,300	272,100	256,947	272,100		
* External Services	220,000	467,500	488,846	492,500	25,000	5.3
* Supplies	497,500	492,000	643,003	559,000	67,000	13.6
* Materials			12,054			
* Building Costs	152,100	166,600	230,050	167,600	1,000	0.6
* Equipment & Communications	354,300	304,300	403,551	303,300	(1,000)	(0.3)
* Vehicle Expense			260			
* Other Goods & Services	1,127,400	1,047,500	868,851	902,500	(145,000)	(13.8)
* Interdepartmental			7,655			
* Other Fiscal	48,500	152,500	150,264	167,500	15,000	9.8
** Total	11,128,500	11,411,800	11,382,610	11,421,300	9,500	0.1
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Other Revenue	(351,700)	(251,700)	(46,532)	(51,700)	200,000	(79.5)
** Total	(351,700)	(251,700)	(46,532)	(51,700)	200,000	(79.5)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	10,776,800	11,160,100	11,336,078	11,369,600	209,500	1.9

Operations Support Key Metrics

Key Service Area Metrics	13/14	14/15	15/16
	Actual	Projection	Target
% of completed legislated inspections	<5%	<5%	30-50%

2015/16 Operations Support Key Deliverables

Strategic Alignment	15/16 Deliverables
Healthy Communities – Public Safety	Engage Operations crews for Inspections Explore alternative delivery methods for level 1 inspections based on the risk associated with particular occupancies and appropriateness of resource assignments.
Healthy Communities – Public Safety	Transition Emergency Operations Centre - ESM to ICS Complete the transition of HRM Emergency Operations Centre (EOC) from an Emergency Scene Management (ESM) to an Incident Command (ICS) based system for use by all HRM public safety agencies.
Healthy Communities – Public Safety	Develop business case for Fire Training Centre Once the appropriate piece of land is identified, Fire will seek Council approval for a business case for purchase. The next phase would then be completing the research and preparing a detailed design.

Healthy Communities – Public Safety	<p>Improve Bylaw M100 Process (Respecting Standards for Residential Occupancies) HRFE and Planning and Development will collaborate on an improved/enhanced service delivery model for the regulation and inspection of existing residential occupancies, including process improvements, resource allocations, and bylaw amendments.</p>
Healthy Communities – Public Safety	<p>Amend F100 Bylaw Amend F100 Bylaw to ensure it is aligned with the Provincial Fire Safety Act legislation.</p>
Healthy Communities – Public Safety	<p>Develop Sprinkler Bylaw Develop a sprinkler bylaw for all new construction.</p>
Healthy Communities – Public Safety	<p>Implement Learning Management Training Software Fill the LMS Position and subsequently implement the procured learning management system to facilitate training.</p>
Healthy Communities – Public Safety	<p>Complete Trunked Mobile Radio migration Complete migration to the new Trunked Mobile Radio system.</p>
Our People – Leadership Development	<p>Develop formal Succession Planning model Develop a more formal succession planning model, including a career path for all positions in our department including management.</p>
Service Excellence – Continuous Improvement	<p>Improve Dispatch/Call Management Process Implement accepted recommendations from Pomax study to improve Dispatch Process</p>
Service Excellence – Continuous Improvement	<p>Implement Year 1 deliverables of Technology Roadmap Complete a data management and process review in addition to completing an HRFE FDM review and enhancements.</p>

FIRE Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
F110 Operations	44,135,100	45,650,200	45,650,544	46,449,700	799,500	1.8
F791 Rural Fire Debt Payments	981,000	907,700	907,714	726,400	(181,300)	(20.0)
F793 Rural Fire-Rural Op	32,700	(8,100)	(7,519)	(8,100)		
F724 Enfield	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400		
** Operations	45,191,200	46,592,200	46,593,138	47,210,400	618,200	1.3
A451 Emerg Measures Recov						
C801 Emergency Meas. Adm	208,600	353,400	257,354	228,600	(124,800)	(35.3)
F120 Training	1,924,000	2,081,700	2,051,907	2,108,000	26,300	1.3
F121 Career Development	125,000	105,000	80,062	105,000		
F130 Prevention	1,745,500	1,912,900	2,013,912	2,142,100	229,200	12.0
F140 Administration	4,206,200	4,228,400	4,212,629	4,226,600	(1,800)	(0.0)
F141 Community Relations	116,000	113,000	124,135	113,000		
F160 Buildings & Logistic	1,741,500	1,976,400	2,142,852	2,055,500	79,100	4.0
F180 Safety & Strat. Init	100,500	90,000	77,829	90,000		
F181 USAR Project						
F190 Communications	609,500	299,300	375,400	300,800	1,500	0.5
** Operations Support	10,776,800	11,160,100	11,336,078	11,369,600	209,500	1.9
*** Total	55,968,000	57,752,300	57,929,217	58,580,000	827,700	1.4

FIRE Summary of Gross Expenditures

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
F110 Operations	44,393,000	45,908,100	46,053,573	46,707,600	799,500	1.7
F791 Rural Fire Debt Payments	981,000	907,700	907,714	726,400	(181,300)	(20.0)
F793 Rural Fire-Rural Op	70,500	25,000	14,446	25,000		
F724 Enfield	40,000	40,000	40,000	40,000		
F727 Milford Station	2,400	2,400	2,400	2,400		
** Operations	45,486,900	46,883,200	47,018,134	47,501,400	618,200	1.3
A451 Emerg Measures Recov						
C801 Emergency Meas. Adm	208,600	353,400	257,354	228,600	(124,800)	(35.3)
F120 Training	1,927,000	2,084,700	2,052,354	2,111,000	26,300	1.3
F121 Career Development	125,000	105,000	80,277	105,000		
F130 Prevention	2,056,200	2,123,600	2,026,441	2,152,800	29,200	1.4
F140 Administration	4,209,200	4,231,400	4,213,229	4,229,600	(1,800)	(0.0)
F141 Community Relations	116,000	113,000	124,295	113,000		
F160 Buildings & Logistic	1,746,500	1,981,400	2,145,394	2,060,500	79,100	4.0
F180 Safety & Strat. Init	130,500	120,000	107,829	120,000		
F181 USAR Project						
F190 Communications	609,500	299,300	375,436	300,800	1,500	0.5
** Operations Support	11,128,500	11,411,800	11,382,610	11,421,300	9,500	0.1
*** Total	56,615,400	58,295,000	58,400,744	58,922,700	627,700	1.1

FIRE Summary of Gross Revenue						
Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
F110 Operations	(257,900)	(257,900)	(403,030)	(257,900)		
F793 Rural Fire-Rural Op	(37,800)	(33,100)	(21,966)	(33,100)		
* Operations	(295,700)	(291,000)	(424,995)	(291,000)		
F120 Training	(3,000)	(3,000)	(448)	(3,000)		
F121 Career Development			(216)			
F130 Prevention	(310,700)	(210,700)	(12,530)	(10,700)	200,000	(94.9)
F140 Administration	(3,000)	(3,000)	(600)	(3,000)		
F141 Community Relations			(160)			
F160 Buildings & Logistic	(5,000)	(5,000)	(2,543)	(5,000)		
F180 Safety & Strat. Init	(30,000)	(30,000)	(30,000)	(30,000)		
F190 Communications			(37)			
* Operations Support	(351,700)	(251,700)	(46,532)	(51,700)	200,000	(79.5)
** Total	(647,400)	(542,700)	(471,527)	(342,700)	200,000	(36.9)

FIRE Summary Details						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	41,888,600	42,616,300	40,115,965	43,369,300	753,000	1.8
6002 Salaries - Overtime	1,351,800	1,458,000	3,285,431	1,458,000		
6005 PDP & Union Con Incr			(124,478)			
6054 Vacation payout			84,391			
6099 Other Allowances	80,000	80,000			(80,000)	(100.0)
6100 Benefits - Salaries	7,218,900	8,013,900	7,817,673	8,182,600	168,700	2.1
6101 Benefits - Wages			98			
6110 Vacancy Management	(1,235,000)	(912,500)		(900,000)	12,500	(1.4)
6150 Honorariums	1,704,300	1,904,300	1,901,331	1,904,300		
6151 Vehicle Allowance			5,347			
6152 Retirement Incentives	354,700	342,700	314,305	343,600	900	0.3
6153 Severance			1,005			
6154 Workers' Compensation	658,900	667,500	636,583	684,400	16,900	2.5
6156 Clothing Allowance	88,200	88,200	82,600	88,200		
9200 HR CATS Wage/Ben			6,082			
9210 HR CATS OT Wage/Ben			(2,064)			
* Compensation and Benefits	52,110,400	54,258,400	54,124,269	55,130,400	872,000	1.6
6201 Telephone	250,000	96,100	88,456	96,100		
6202 Courier/Postage	11,300	16,000	15,537	16,000		
6203 Office Furn/Equip	100,000	80,000	89,604	80,000		
6204 Computer S/W & Lic	5,000	15,000	25,459	15,000		
6205 Printing & Reprod	10,000	10,000	3,448	10,000		
6207 Office Supplies	80,000	55,000	34,442	55,000		
6299 Other Office Expenses			18			
* Office	456,300	272,100	256,964	272,100		
6301 Professional Fees	60,000	50,000	54,213	120,000	70,000	140.0
6302 Legal Fees	20,000	10,000	83,378	10,000		
6304 Janitorial Services			4,380			
6308 Snow Removal	20,000	20,000	261,771	100,000	80,000	400.0
6309 Litigation Disburse						
6311 Security	16,000	25,000	15,190	25,000		
6312 Refuse Collection			2,646			
6399 Contract Services	155,000	412,500	116,444	287,500	(125,000)	(30.3)
* External Services	271,000	517,500	538,022	542,500	25,000	4.8
6401 Uniforms & Clothing	325,000	325,000	386,236	332,000	7,000	2.2
6402 Med & First Aid Supp			5,919			
6404 Rec Prog Supplies	60,000	60,000	123,459	120,000	60,000	100.0
6405 Photo Supp & Equip	5,500	2,500	1,923	2,500		
6407 Clean/Sani Supplies	102,000	102,000	125,963	102,000		
6409 Personal Protect Equ			739			
6499 Other Supplies	5,000	2,500	7,515	2,500		
* Supplies	497,500	492,000	651,755	559,000	67,000	13.6
6501 Asphalt			310			
6502 Chemicals			76,785			
6504 Hardware			6,839			
6505 Lubricants			7			

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Materials			83,941			
6602 Electrical			141			
6607 Electricity		9,000	13,260	10,000	1,000	11.1
6608 Water	10,000	11,500	9,973	11,500		
6609 Elevator & Escalator			9			
6610 Building - Exterior			1,629			
6611 Building - Interior			1,175			
6613 Overhead Doors			2,023			
6616 Natural Gas-Buildings		8,000	7,118	8,000		
6699 Other Building Cost	142,100	142,100	199,329	142,100		
* Building Costs	152,100	170,600	234,658	171,600	1,000	0.6
6701 Equipment Purchase	612,500	147,500	139,898	146,500	(1,000)	(0.7)
6702 Small Tools	60,000	35,000	34,938	35,000		
6703 Computer Equip/Rent	6,000	25,000	23,832	25,000		
6704 Equipment Rental			630			
6705 Equip - R&M	136,800	126,800	162,388	126,800		
6706 Computer R&M	2,000		237			
6707 Plumbing & Heating			330			
6708 Mechanical Equipment			520			
6711 Communication System	92,000	75,000	146,151	75,000		
* Equipment & Communications	909,300	409,300	508,924	408,300	(1,000)	(0.2)
6802 Vehicle R&M			1,692			
6804 Vehicle Fuel - Gas			146			
6805 Tires and Tubes			86			
6899 Other Vehicle Expense			149			
* Vehicle Expense			2,073			
6901 Membership Dues	15,000	12,500	10,448	12,500		
6902 Conferences/Workshop						
6903 Travel - Local	50,000	30,000	27,304	25,000	(5,000)	(16.7)
6904 Travel - Out of Town	75,000	100,000	77,066	75,000	(25,000)	(25.0)
6905 Training & Education	455,000	400,000	301,930	270,000	(130,000)	(32.5)
6906 Licenses & Agreements	47,700	42,400	42,785	42,400		
6907 Commission Fees			(30)			
6908 Medical Examinations	25,000	25,000	33,932	25,000		
6911 Facilities Rental	69,500	70,000	62,701	70,000		
6912 Advertising/Promotio	18,000	35,000	39,860	35,000		
6913 Awards	50,000	50,000	45,774	50,000		
6914 Recruiting	40,000	40,000	25,184	40,000		
6915 Research Data Acquis						
6916 Public Education	60,000	65,000	55,528	65,000		
6917 Books and Periodicals	25,000	25,000	17,017	25,000		
6918 Meals	35,000	35,000	45,848	35,000		
6919 Special Projects			357			
6928 Committee Expenses	2,000	2,000		2,000		
6933 Community Events	10,000	10,000	5,058	10,000		
6938 Rewarding Excellence	40,000	25,000	23,566	25,000		
6940 Fencing						
6943 Health and Wellness	120,000	120,000	88,602	120,000		
6999 Other Goods/Services	52,100	28,000	31,395	18,000	(10,000)	(35.7)
* Other Goods & Services	1,189,300	1,114,900	934,326	944,900	(170,000)	(15.2)

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
7009 Internal Trfr Other			6,647			
9911 PM Labour-Reg			1,188			
* Interdepartmental			7,835			
8011 Interest on Debentur	179,000	151,600	151,636	126,300	(25,300)	(16.7)
8012 Principal on Debentu	802,000	756,100	756,077	600,100	(156,000)	(20.6)
* Debt Service	981,000	907,700	907,714	726,400	(181,300)	(20.0)
8003 Insurance Pol/Prem		4,000	7,751	19,000	15,000	375.0
8004 Grants	48,500	148,500	142,513	148,500		
* Other Fiscal	48,500	152,500	150,264	167,500	15,000	9.8
** Total	56,615,400	58,295,000	58,400,744	58,922,700	627,700	1.1
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
4909 False Alarm Recovery	(60,000)	(60,000)	(48,131)	(60,000)		
5102 Facilities Rentals	(21,100)	(21,100)	(21,146)	(21,100)		
* Fee Revenues	(81,100)	(81,100)	(69,276)	(81,100)		
5508 Recov External Parti	(258,600)	(253,900)	(394,382)	(253,900)		
5600 Miscellaneous Revenue	(307,700)	(207,700)	(7,869)	(7,700)	200,000	(96.3)
* Other Revenue	(566,300)	(461,600)	(402,251)	(261,600)	200,000	(43.3)
** Total	(647,400)	(542,700)	(471,527)	(342,700)	200,000	(36.9)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	55,968,000	57,752,300	57,929,217	58,580,000	827,700	1.4

Halifax Public Libraries

2015/16 Budget and Business Plan

Mission: Connecting people. Enriching communities. Inspiring discovery.

Vision: Halifax Public Libraries: Where we shape the future together... Imagine the possibilities.

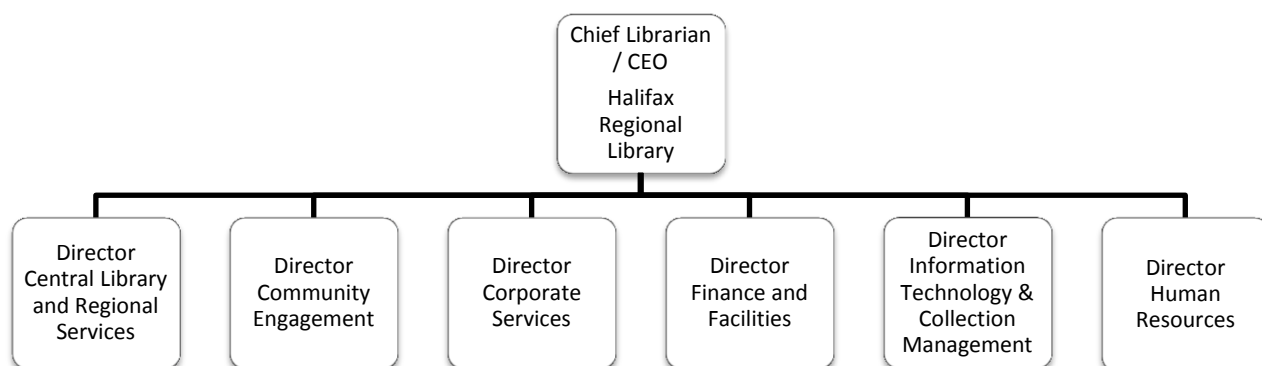
Halifax Public Libraries Overview

The Halifax Public Libraries provides public library service to the residents of the Municipality of Halifax under the direction of the Halifax Regional Library Board in alignment with its strategic vision and mission, through a network of 14 branches, a website, Borrow by Mail and Home Delivery services.

A collection of almost 1 million items is available to borrow or use in-house, including print, DVDs, CDs, electronic resources, downloadable e-books, videos and audiobooks. As well, a range of programs for all ages are designed in collaboration with the communities served by each branch, including: reading development for children, puppet shows, homework help, teen volunteers, book talks and author visits, cultural and heritage events, literacy tutoring, income tax clinics, computer training, English language learning, as well as services and programs for newcomers to Canada.

Library spaces are designated for reading, studying, access to technology (computer use, wireless access and gaming), organized meetings, socializing, connecting with people and the world. The website (halifaxpubliclibraries.ca) brings the Library to residents where they are, 24/7.

Halifax Public Libraries Org Chart



Funded Full Time Equivalent (FTEs)

	2014/15 Approved (Apr 1/13)	2015/16 Proposed Change (+/-)	2015/16 Approved Total FTE's
Funded FTEs Includes full & part-time permanent positions	298.09	39.8	337.9
Term and Seasonal	0.0	0.0	0.0
Total FTE's	298.1	39.8	337.9

Halifax Public Libraries Operating Budget Overview

Library Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	16,968,900	16,525,100	16,420,498	18,131,000	1,605,900	9.7
* Office	506,900	426,800	414,686	364,500	(62,300)	(14.6)
* External Services	641,700	348,900	602,904	1,014,500	665,600	190.8
* Supplies	70,300	119,400	136,362	123,400	4,000	3.4
* Materials	2,100	1,000	1,090	1,000		
* Building Costs	915,200	903,600	1,021,013	1,315,100	411,500	45.5
* Equipment & Communications	515,800	516,800	288,773	433,500	(83,300)	(16.1)
* Vehicle Expense			36			
* Other Goods & Services	3,094,700	3,055,100	3,825,517	3,141,400	86,300	2.8
* Interdepartmental	1,000	6,000	(376,371)	5,000	(1,000)	(16.7)
* Other Fiscal	(463,500)	1,101,500	815,833	591,600	(509,900)	(46.3)
** Total	22,253,100	23,004,200	23,150,340	25,121,000	2,116,800	9.2
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Transfers from other Gov'ts	(4,835,200)	(4,835,200)	(4,916,000)	(4,916,000)	(80,800)	1.7
* Fee Revenues	(495,900)	(495,900)	(398,874)	(515,200)	(19,300)	3.9
* Other Revenue	(17,000)	(1,423,100)	(1,101,361)	(841,300)	581,800	(40.9)
** Total	(5,348,100)	(6,754,200)	(6,416,235)	(6,272,500)	481,700	(7.1)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	16,905,000	16,250,000	16,734,105	18,848,500	2,598,500	16.0

Halifax Public Libraries Budget Overview by Service Area

Library Service Area Budget Overview

Service Area	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Branch Libraries Summary of Expense & Revenue Types	15,555,700	15,605,900	15,386,909	18,135,700	2,529,800	16
Information Technology/Collection Summary of Expense & Revenue	4,398,600	4,221,200	4,372,765	4,334,600	113,400	3
Administration-Library Summary of Expense & Revenue Types	(3,049,300)	(3,577,000)	(3,257,479)	(3,621,800)	(44,800)	1
Restricted Funds Summary of Expense & Revenue Types		(100)	34,025		100	(100)
Capital Summary of Expense & Revenue Types			197,886			
	16,905,000	16,250,000	16,734,105	18,848,500	2,598,500	(80)

Halifax Public Libraries Key Metrics

Key Metrics and Drivers	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	72.91%	70.85%	68.5%	70.8%	73.2%
Expenditures per Dwelling (191,579 dwellings)	122.53	123.01	122.94	123.48	131.13

Halifax Public Libraries Strategic Initiatives for 2015/16

Strategic Alignment	
HPL 1.01	Economic Development – Welcoming Community
<p>Universal Access and Diversity</p> <p>The Library operates with a community-centered approach that fosters social understanding and cooperation among diverse communities of Halifax. 2015-2016 will see the implementation of Year 2 initiatives outlined in the service plans for Universal Access and for improvements to Immigrant Services developed in 2013-14: Development of barrier-free access for persons with disabilities; A new work experience model will provide meaningful skill development opportunities for persons with intellectual disabilities; Additional volunteer opportunities in the area of immigrant services; New training initiatives for staff the tools to enhance customer service to those with disabilities and to newcomers. Immigrant services programs such as our Conversation Groups will be offered in new locations to meet community need, and other new program modules will be developed. Work will continue with a broad array of community partners, as well as, participation in regional initiatives such as the Local Immigration Partnership (LIP). We will investigate long-term sustainability for immigrant services initiatives, English Language Learning and Adult Literacy programs. Connections will be made with the Francophone community that will help inform future service development with this group.</p>	
HPL 1.02	Healthy Communities – Recreation and Leisure
<p>Customer and Community Engagement</p> <p>The Library continues to develop, implement and integrate community and customer engagement through internal capacity building and service development. A focus on community engagement continues in 2015-16 as each Branch works with its communities to identify community-specific service needs and strengthen community partnerships. Plans developed in 2014-15 will be on-going for North and East Preston, Cherry Brook and Lake Loon communities and the Musquodoboit Valley. Staff will work to better understand how to adapt library policies and practices to encourage library use by residents.</p>	
HPL 1.03	Healthy Communities – Recreation and Leisure
<p>Central Library and Regional Services</p> <p>The Halifax Central Library has been an unprecedented success story for Halifax with recognition from around the world. With high expectations, in its first full year of operation the Central Library has an obligation and desire to showcase best of class services and programming including new and unique opportunities at both the Central Library and throughout the Halifax Public Libraries system. With new and varied spaces, service reviews will be undertaken to facilitate quality local and regional services. In welcoming the anticipated 1.5 – 2 million visitors in its first full year, the Halifax Central Library will focus its resources on assessment of community / customer demand and align services and operations accordingly.</p>	
HPL 1.04	Healthy Communities – Recreation and Leisure

Customer Focused Library Collections

The popularity of books and magazines in both print and electronic format continues to grow. This increased demand has required significant investments to augment the collection and is a high priority for the coming year. Using the new tool, CollectionHQ, enhances our ability to explore and deploy our collection based on the public's interest. This year we will focus on customized collections for Branches across the region and development of responsive collections in support of immigrant communities.

HPL 1.05 Service Excellence – Continuous Improvement

Library Information Technology

We will continue to work towards efficiencies in our internal internal processes and administrative systems. Opportunities exist to further integrate mobility, private and public cloud infrastructures, and best practice principles in order to improve service and support for our customers and staff. 2015-16 will see the completion of the installation of the Automated Materials Handling system at selected branches as well as new print management services.

HPL 1.06 Financial Responsibility – Expenditure Management

Library Infrastructure & Asset Management

Library service is delivered through 14 facilities that vary in quality and condition. The development of a continuous improvement and refurbishment program will attempt to address aging infrastructure and provide the public with attractive, healthy and safe spaces over time. The Library's Master Facilities Plan will be updated and reviewed in relation to the City's Community Facilities Master Plan to determine alignments. It will address the needs of growing and changing communities and provide the blueprint for short and long term development in the most cost effective approach for the region. Initiatives to provide services to rural communities will continue and a focus on an expanded Bedford Library remains a priority.

HPL 1.07 Our People – Workforce Planning

Staffing and Recruitment

The Library will focus on Improving its organizational capacity and ensuring that staff are well trained to succeed and serve our community well. A significant focus will be in the areas of diversity and employment equity so the Library can better reflect our diverse communities. As well, recruitment and selection tools and processes will be reviewed; A plan will be put in place to ensure the organizational structure best meets our strategic objectives; and the Library's commitment to vacancy management to reduce overall spending will continue in 2015-16. Collective bargaining negotiations with NSUPE Local 14 will be completed.

HPL 1.08 Governance and Communications - ABCs

Strategic Planning

The Library Board and the Chief Librarian/CEO together with staff and our community will develop the 2015-2020 Strategic Plan to guide the Library into its future. Library service delivery partnership opportunities with local special libraries and funders will also be investigated in the upcoming year and as part of the strategic planning process. Drawing on the successes and learnings of the Halifax Central Library Capital Campaign, the Library will investigate the feasibility of integrating a permanent funding raising initiative into its operations. The Library's website will be redesigned to enhance its appearance, functionality and usability.

Summary of 2015/16 Halifax Public Libraries Changes

Cost Reduction Initiatives	Proposed 15/16 Savings
Compensation and Benefits – Reduce full-time positions and part-time hours	724,500
Office <ul style="list-style-type: none"> • Printing and postage (\$44,000) • Office supplies (\$11,700) • Telephones and data lines (\$19,800) 	75,500
Building Costs	8,600
Other goods and services <ul style="list-style-type: none"> • Advertising 	20,000
Total to offset Base Cost Increase	\$828,600

New or Expanded Services	Proposed 15/16 Cost
Service to Musquodoboit Valley (rent \$5,000; programming \$1,000; travel \$5,000)	11,000
Redesign Library website improving appearance, functionality and usability of integrated library services	100,000
New Central Library, with expanded services, collection and facilities (additional funds to extend service from 7 months in 2014/15 to 12 months in 2015/16)	976,600
Total	\$1,087,600

2015/16 Halifax Public Libraries Service Area Plans

Administrative Services

The functions of Corporate Services, Finance & Facilities, and Human Resources are centralized to support the provision of library service across the region.

Services Delivered:

- Corporate Services - providing administrative support services to the Library Board, Chief Librarian/CEO, Senior Management Team and all managers across the Library system, as well as, managing the staff Intranet and fund development database. It also encompasses the Research and Development division providing management services, facilitating processes and planning including business plan coordination, project planning, demographic and performance analysis and data research.
- Finance and Facilities - ensuring funding levels and facility maintenance are adequate to support the various services and initiatives provided by the Library system and that all related public service needs are being met. Key functional areas include managing financial planning, analysis and the annual operating budget, accounting, financial reporting and oversight, procurement, grant management and revenue and charitable receipting, asset management and all aspects of facility management.
- Human Resources / Payroll - providing direction for Payroll and HR programs and services in all Library branches and departments. Key functional areas include: managing labour and employee relations, occupational health and safety, training and development, recruitment and selection, organizational development, compensation and benefits and volunteer oversight.

Administrative Services Budget Overview

Administration-Library Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	1,399,300	916,000	1,308,286	965,900	49,900	5.4
* Office	132,100	119,100	135,914	105,700	(13,400)	(11.3)
* External Services	90,000	75,000	84,728	70,000	(5,000)	(6.7)
* Supplies	3,400	1,500	2,499	1,500		
* Building Costs	10,000	7,600	313	5,000	(2,600)	(34.2)
* Equipment & Communications	5,000	5,000	1,468	5,000		
* Other Goods & Services	166,100	160,100	150,338	168,200	8,100	5.1
* Interdepartmental	1,000	1,000	36		(1,000)	(100.0)
* Other Fiscal			418			
** Total	1,806,900	1,285,300	1,684,000	1,321,300	36,000	2.8
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Transfers from other Gov'ts	(4,835,200)	(4,835,200)	(4,916,000)	(4,916,000)	(80,800)	1.7
* Fee Revenues	(4,000)	(4,000)	(3,771)	(4,000)		
* Other Revenue	(17,000)	(23,100)	(21,709)	(23,100)		
** Total	(4,856,200)	(4,862,300)	(4,941,480)	(4,943,100)	(80,800)	1.7
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	(3,049,300)	(3,577,000)	(3,257,479)	(3,621,800)	(44,800)	1.3

Administrative Services Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Job Postings	156	146	211	
Internal Hire Rate	72%	72%	66%	
External Hire Rate	28%	28%	34%	
Turnover Rate	9.85%	9.17%	7.10%	
Donations processes	53	46	1,056	
Capital Campaign bookplates processed	n/a	n/a	3,507	

2015/16 Administrative Services Key Deliverables

Strategic Alignment	15/16 Deliverables
Economic Development - Youth Attraction and Retention	Youth Employment Implement youth student employment plan developed in 2014-15.
Governance and Communication - ABCs	Library Strategic Plan Review Consult with our communities and develop a Strategic Plan to guide the activities of the Library for the next 3-5 years.
Financial Responsibility - Expenditure Management	Library Asset Management Develop and implement plan for replacement or refurbishment of assets across the region.
Financial Responsibility - Expenditure Management	Library Finance and Audit Committee Work Plan Implement the Library Board Finance and Audit Committee's Financial Monitoring Work Plan.
Financial Responsibility - Expenditure Management	Provincial Funding Formula Review Participate on Provincial Funding Review Committee with Library Board Chair to address sustainable funding.
Financial Responsibility - Expenditure Management	Fundraising Strategy Investigate feasibility of ongoing system-wide fundraising initiative and implement strategy as determined.
Our People - Recruitment Strategy	Diverse and Inclusive Recruitment Develop strategies to create a more inclusive and diverse workplace.
Our People - Recruitment Strategy	Recruitment Processes Revise Recruitment & Selection Process.
Our People - Recruitment Strategy	Recruitment System – Feasibility Explore feasibility of automated application/screening system.
	Collective Bargaining Conclude collective bargaining negotiations with NSUPE Local 14.
Our People - Workforce Planning	Employment Equity Continue to refine regional and departmental plans based on results of employment equity survey and establish a comprehensive Employment Equity Plan.
Our People - Workforce Planning	Organizational Structure Review organizational structure to align with strategic plans.
Service Excellence - Continuous Improvement	Special Libraries Partnerships Investigate feasibility of partnerships with local special libraries to provide effective library service to Halifax communities.
Service Excellence - Continuous Improvement	Library Partnerships Develop strategic partnerships within the existing structures of the Provincial Department of Communities, Culture and Heritage, the Nova Scotia Provincial Library, the Council of Regional Librarians and the Library Board Association of Nova Scotia.

Branches / Public Services

Public library service is provided to residents of the Municipality via fourteen (14) branches, Borrow by Mail and Home Delivery Services and a website supporting a range of electronic services and resources. Annual visits of 2.70 million in-person and 1.75 million on-line are anticipated in 2014-15. Currently 42.5% of HRM residents have a Halifax Public Libraries membership card.

Services Delivered:

- Community Engagement - providing direct library services for the Municipality's communities through the Library's branches, Borrow by Mail and Home Delivery service; working with community members, partners and staff to develop community-led library services and facilitate accessibility and respect for diversity; participating in the province-wide program Borrow Anywhere Return Anywhere. Library services include lending services, programs for all ages, literacy upgrading, services to immigrants, and meeting room rentals.
- Central Library and Regional Services - managing service development and delivery for the new Halifax Central Library as well as the development of system-wide programming and services for all ages, including Borrower Services, Interlibrary Loans, Delivery, Regional Adult Services (adult information/readers' services, local history/genealogy), Regional Youth Services (music studio, creative lab, gaming and social spaces), and Emerging Technologies (exposure and access to the latest trends in electronic library materials and devices).
- Communications and Marketing - developing all communications and marketing strategies and promotional materials, managing the library's website and special events, representing the library to the media, and providing support to the Central Library capital campaign.

Branches / Public Services Budget Overview

Branch Libraries Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	13,526,900	13,622,700	12,801,160	15,289,900	1,667,200	12.2
* Office	179,200	162,100	159,613	133,700	(28,400)	(17.5)
* External Services	252,300	242,700	435,396	758,300	515,600	212.4
* Supplies	2,000	1,000	7,940	5,000	4,000	400.0
* Materials	2,100	1,000	1,090	1,000		
* Building Costs	905,200	896,000	1,020,700	1,310,100	414,100	46.2
* Equipment & Communications	119,600	80,600	102,489	97,800	17,200	21.3
* Vehicle Expense			36			
* Other Goods & Services	1,048,100	1,074,500	1,701,599	1,272,700	198,200	18.4
* Interdepartmental		5,000	(376,499)	5,000		
* Other Fiscal	12,200	12,200	12,282	21,600	9,400	77.0
** Total	16,047,600	16,097,800	15,865,806	18,895,100	2,797,300	17.4
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(491,900)	(491,900)	(395,103)	(511,200)	(19,300)	3.9
* Other Revenue			(83,795)	(248,200)	(248,200)	
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	15,555,700	15,605,900	15,386,909	18,135,700	2,529,800	16.2

Branches / Public Services Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Active Library users (% of HRM population)	165,894 (42%)	159,635 (40.9%)	170,000 (42.5%)	
Circulation (Total)	4,723,147	4,709,496	4,700,000*	
Circulation per capita	12	12	12	
Digital Media Checkouts	281,198	387,326	454,854	
Home Delivery / Borrow by Mail Checkouts to 537 households	58,987	57,295	55,364	
In-Person visits	2,317,634	2,350,484	2,700,000	
Visits per capita	6	6	7	
Website visits	1,579,501	1,693,489	1,815,822	
Program Attendance (Total)	130,401	151,583	148,284	
Attendance per Program Offered	22	21	20	
Literacy Program Attendance	15,811	17,512	15,936	
Information Questions Asked	303,195	313,248	315,412	
Meeting Room Bookings	4,525	4,753	5,402	
Volunteer Hours			22,626	

*Spring Garden Rd Library closed for over 3.5 months to move and Cole Harbour Library closed for 5 weeks for renovations

2015/16 Branches / Public Services Key Deliverables

Strategic Alignment	15/16 Deliverables
Economic Development – Welcoming Community	Immigrant Services Capacity Develop long-term sustainability plan for immigrant service initiatives by building capacity within library budgets and reducing dependence on external funding.
Economic Development – Welcoming Community	Immigrant Services Development Develop regional programs and services that will provide long-term support for immigrants and newcomers within the library system.
Economic Development – Welcoming Community	Immigrant Services Promotion Create awareness of library programs and services that meet the needs of all immigrants and newcomers.
Governance and Communications - Communications	Library Website Re-design Re-design the main Library website.
Governance and Communications – Policy Engagement	Sheet Harbour Public Library Co-location Participate in discussions on co-location/ partnership opportunities at new P-12 Sheet Harbour School to be built in 2016.
Healthy Communities – Inclusive and Accessible Community	Accessible Workstations Based on 2014-15 needs assessment, configure systems for accessible workstations at identified branches.

Strategic Alignment	15/16 Deliverables
Healthy Communities – Inclusive and Accessible Community	Francophone Needs Assessment Collaborate with HRM French/Acadian Liaison to begin asset mapping / needs assessment with the Francophone community.
Healthy Communities – Inclusive and Accessible Community	Library Services for People with Disabilities Develop sustained relationships that will enable us to co-create relevant and responsive library services for people with disabilities.
Healthy Communities – Inclusive and Accessible Community	Prestons Communities Service Plan Implement Cole Harbour Public Library Prestons Communities Service Plan.
Healthy Communities – Inclusive and Accessible Community	Address Barriers in Musquodoboit Valley Address barriers that prevent residents in the Musquodoboit Valley from using the Library’s existing services and collections.
Healthy Communities – Recreation and Leisure	Musquodoboit Valley Community Engagement Increase engagement with the Musquodoboit Valley communities by expanding the Library’s presence in the area, participating in community events and enhanced relationships with schools.
Healthy Communities - Recreation and Leisure	Service to Musquodoboit Valley Provide library services, collections, and programming in the Musquodoboit Valley that offer opportunities for community members to gather and connect.
Healthy Communities - Recreation and Leisure	Regional Adult Services Review Review and evaluate regional adult services (information, readers' services and programming) to ensure continued relevance to customer needs.
Healthy Communities - Recreation and Leisure	Regional Children's Services Review Review regional children's programming roles, and work with Branch Services to identify needs/priorities for the future.
Healthy Communities - Recreation and Leisure	Regional Teen Services Plan Identify community/branch priorities for teen services, review existing regional service and develop a new Regional Teen Services Plan.
Healthy Communities – Recreation and Leisure	STREAM Approach to Children's Programming Review the STREAM (Science, Technology, Reading, Engineering, Arts, Math) approach to children's programming, and identify opportunities to enhance play areas, activity centers, and programs to support hands-on learning.
Healthy Communities – Recreation and Leisure	Library Emerging Technology Regional Plan Update and implement Emerging Technology Regional Plan.
Financial Responsibility – Expenditure Management	Bedford Public Library Expansion / Relocation Begin consultation for expansion / relocation of the Bedford Public Library site selection and preparation.
Service Excellence - Continuous Improvement	Delivery Services Plan Review and implement revised Delivery Services plan to address impact of Central Library.
Service Excellence - Continuous Improvement	Halifax Central Library Operations Review Assess resources (staffing, hours, budget) in alignment with service delivery plans during the first full year of Halifax Central Library operations and realign resources as required.

Strategic Alignment	15/16 Deliverables
Service Excellence - Continuous Improvement	Library Program and Service Innovation Facilitate the sharing of innovative programs, services and approaches developed in Branches. Where programs/strategies have system-wide relevance, explore options for regional implementation / support.
Our People - Leadership Development	Library Employee Engagement Develop an employee engagement program/event that will help to build a culture of innovation and supports community engagement and strategic use of resources.

Information Technology and Collection Management

The infrastructure to support the delivery of library service throughout the region is provided by the Information Technology and Collection Management department encompassing library materials and technological infrastructure. A specialized integrated library system supports the library materials database, customer database and community resources database of clubs, organizations and continuing education courses across the Municipality.

Services Delivered:

- Collection Management - developing meaningful and high quality print and electronic collections, ordering and receiving all materials, managing the Library's electronic catalogue to make items searchable and easily accessible to the public.
- Information Technology - implementing and supporting system-wide public use and office computer hardware and software, managing the information technology environment including the integrated library system.

Information Technology and Collection Management Budget Overview

Information Technology/Collection Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	1,925,200	1,905,800	1,950,768	1,875,200	(30,600)	(1.6)
* Office	137,100	137,100	118,368	125,100	(12,000)	(8.8)
* External Services	30,200	30,200	46,406	186,200	156,000	516.6
* Supplies	64,900	116,900	125,923	116,900		
* Building Costs						
* Equipment & Communications	390,700	330,700	360,116	330,700		
* Other Goods & Services	1,850,500	1,700,500	1,771,185	1,700,500		
** Total	4,398,600	4,221,200	4,372,765	4,334,600	113,400	2.7
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	4,398,600	4,221,200	4,372,765	4,334,600	113,400	2.7

Information Technology and Collection Management Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Wifi Connections	130,190	173,143	230,500	
Public Use Computer Bookings	606,810	647,098	674,000	
Catalogue Logins	1,314,823	1,100,829	1,385,400	
Database Use (retrievals)	2,055,455	3,576,302	1,375,500	
Collection Size	999,529	961,208	980,000	
<i>Collection per capita</i>	2.56	2.46	2.51	
Titles Added to the Collection	30,308	33,862	33,469	
Items added to the Collection	107,245	148,211	135,000	
Suggestions for Purchase Received	10,892	10,547	8,800	
Help Desk Call Resolutions	6,670	7,071	5,800	

2015/16 Information Technology and Collection Management Key Deliverables

Strategic Alignment	15/16 Deliverables
Healthy Communities – Recreation and Leisure	Custom Branch Collections Refocus on custom collections at branches following the completion of the new Halifax Central Library.
Healthy Communities - Recreation and Leisure	Library Information Technology Service Plan Develop and implement 2015-16 IT plan.
Service Excellence – Continuous Improvement	Automated Materials Handling System Complete Phase 3 of the Automated Materials Handling System plan fit-up and installations at selected Branches to manage efficient delivery of Circulation Services.
Service Excellence – Continuous Improvement	Collection HQ Implementation Implement full functionality of Collection HQ: transfer of items for best circulation, measure effectiveness of temporary placements, generate top charts for collections, and evaluate effectiveness of Collection HQ processes.
Service Excellence – Continuous Improvement	Public Computer Booking Software Implementation Plan and complete implementation of PC booking software and pay-for-print functionality across the region.
Service Excellence – Continuous Improvement	Wireless Network Security Implement a secure Wi-Fi network at all branches.
Service Excellence – Continuous Improvement	Information Technology Disaster Recovery Plan Create and test an IT Disaster Recovery Plan.
Service Excellence – Continuous Improvement	Library Cloud Services Continue to explore and configure a private cloud resource for Library servers.
Service Excellence – Continuous Improvement	Integrated Library System Software Review Examine the advantages / disadvantages of moving the ILS to the software-as-a-service offering from SirsiDynix.

Library Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
B011 Administrative Services	(3,049,300)	(3,577,000)	(3,257,479)	(3,621,800)	(44,800)	1.3
* Administrative Services	(3,049,300)	(3,577,000)	(3,257,479)	(3,621,800)	(44,800)	1.3
B012 IT & Collection Mgmt	4,398,600	4,221,200	4,372,765	4,334,600	113,400	2.7
* Information Technology/Collecti	4,398,600	4,221,200	4,372,765	4,334,600	113,400	2.7
B013 Communications & Mkt	577,700	570,600	519,175	551,800	(18,800)	(3.3)
B021 Alderney Gate Library	1,500,000	1,386,500	1,244,730	1,314,900	(71,600)	(5.2)
B032 Central / Spr. Gard	3,457,100	3,422,300	1,358,328		(3,422,300)	(100.0)
B034 Central Library			2,184,537	5,961,400	5,961,400	
B035 Central, Parkg/Plaza			30,793			
B041 Branch Library Services	717,200	913,600	891,299	931,000	17,400	1.9
B042 Cole Harbour Library	863,900	871,900	842,273	863,000	(8,900)	(1.0)
B043 Dartmouth North Library	420,600	379,500	385,262	380,300	800	0.2
B044 Sackville Library	818,400	825,600	799,235	826,300	700	0.1
B045 Woodlawn Library	1,791,400	1,813,900	1,788,949	1,865,100	51,200	2.8
B046 Bedford Library	734,100	742,300	736,858	739,700	(2,600)	(0.4)
B047 Cpt Wil. Spry Library	672,500	663,700	634,437	653,800	(9,900)	(1.5)
B048 Halifax North Library	703,100	724,800	727,286	737,000	12,200	1.7
B049 Keshen Goodman Library	1,803,000	1,700,200	1,690,362	1,744,000	43,800	2.6
B050 Locked Outreach Services						
B051 Musq. Harb. Library	167,700	214,800	212,697	213,600	(1,200)	(0.6)
B052 Shatford Memorial Library	149,300	177,200	177,183	173,500	(3,700)	(2.1)
B053 Sheet Harbour Library	201,900	213,200	200,171	204,100	(9,100)	(4.3)
B054 Tantallon Library	977,800	985,800	963,334	976,200	(9,600)	(1.0)
* Branches/Public Services	15,555,700	15,605,900	15,386,909	18,135,700	2,529,800	16.2
** Library General Rate	16,905,000	16,250,100	16,502,195	18,848,500	2,598,400	16.0
B061 Special Projects			2,510			
B062 Restricted Colpitts			31,386			
B063 Res Capital Campaign		(100)			100	(100.0)
B064 ESL			128			
B065 Literacy			0			
* Restricted Funds		(100)	34,025		100	(100.0)
** Library Restricted Funds		(100)	34,025		100	(100.0)
B071 Capital Transactions			197,886			
** Capital Transactions			197,886			
*** Total	16,905,000	16,250,000	16,734,105	18,848,500	2,598,500	16.0

Library Summary of Gross Expenditures

Cost Centers/Groups	2013 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
B011 Administrative Services	1,806,900	1,684,000	1,321,300	36,000	2.8
* Administrative Services	1,806,900	1,684,000	1,321,300	36,000	2.8
B012 IT & Collection Mgmt	4,398,600	4,372,765	4,334,600	113,400	2.7
* Information Technology/Collecti	4,398,600	4,372,765	4,334,600	113,400	2.7
B013 Communications & Mkt	577,700	519,175	551,800	(18,800)	(3.3)
B021 Alderney Gate Library	1,554,600	1,302,907	1,374,500	(66,600)	(4.6)
B032 Central / Spr. Gard	3,542,500	1,385,076		(3,507,700)	(100.0)
B034 Central Library		2,269,903	6,373,000	6,373,000	
B035 Central, Parkg/Plaza		30,793			
B041 Branch Library Services	717,200	891,299	931,000	17,400	1.9
B042 Cole Harbour Library	893,300	860,492	887,500	(13,800)	(1.5)
B043 Dartmouth North Library	427,600	392,047	387,300	800	0.2
B044 Sackville Library	860,600	830,912	858,500	(9,300)	(1.1)
B045 Woodlawn Library	1,850,800	1,835,291	1,916,500	43,200	2.3
B046 Bedford Library	760,700	755,367	762,300	(6,600)	(0.9)
B047 Cpt Wil. Spry Library	696,500	652,779	673,800	(13,900)	(2.0)
B048 Halifax North Library	720,500	786,134	751,500	9,300	1.3
B049 Keshen Goodman Library	1,906,200	1,764,664	1,822,000	18,600	1.0
B051 Musq. Harb. Library	174,900	219,588	219,800	(2,200)	(1.0)
B052 Shatford Memorial Library	153,900	180,938	177,800	(4,000)	(2.2)
B053 Sheet Harbour Library	204,700	202,836	206,900	(9,100)	(4.2)
B054 Tantallon Library	1,005,900	985,603	1,000,900	(13,000)	(1.3)
* Branches/Public Services	16,047,600	15,865,806	18,895,100	2,797,300	17.4
** Library General Rate	22,253,100	21,922,572	24,551,000	2,946,700	13.6
B061 Special Projects		60,344			
B062 Restricted Colpitts		31,386			
B063 Res Capital Campaign		752,025	570,000	(829,900)	(59.3)
B064 ESL		118,713			
B065 Literacy		53,723			
B067 Justice		13,691			
* Restricted Funds		1,029,883	570,000	(829,900)	(59.3)
** Library Restricted Funds		1,029,883	570,000	(829,900)	(59.3)
B071 Capital Transactions		197,886			
** Capital Transactions		197,886			
*** Total	22,253,100	23,150,340	25,121,000	2,116,800	9.2

Library Summary of Gross Revenue

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
B011 Administrative Services	(4,856,200)	(4,862,300)	(4,941,480)	(4,943,100)	(80,800)	1.7
* Administrative Services	(4,856,200)	(4,862,300)	(4,941,480)	(4,943,100)	(80,800)	1.7
B021 Alderney Gate Library	(54,600)	(54,600)	(58,177)	(59,600)	(5,000)	9.2
B032 Central / Spr. Gard	(85,400)	(85,400)	(26,749)		85,400	(100.0)
B034 Central Library			(85,366)	(411,600)	(411,600)	
B042 Cole Harbour Library	(29,400)	(29,400)	(18,220)	(24,500)	4,900	(16.7)
B043 Dartmouth North Library	(7,000)	(7,000)	(6,785)	(7,000)		
B044 Sackville Library	(42,200)	(42,200)	(31,677)	(32,200)	10,000	(23.7)
B045 Woodlawn Library	(59,400)	(59,400)	(46,342)	(51,400)	8,000	(13.5)
B046 Bedford Library	(26,600)	(26,600)	(18,509)	(22,600)	4,000	(15.0)
B047 Cpt Wil.Spry Library	(24,000)	(24,000)	(18,342)	(20,000)	4,000	(16.7)
B048 Halifax North Library	(17,400)	(17,400)	(58,848)	(14,500)	2,900	(16.7)
B049 Keshen Goodman Library	(103,200)	(103,200)	(74,302)	(78,000)	25,200	(24.4)
B051 Musq. Harb. Library	(7,200)	(7,200)	(6,891)	(6,200)	1,000	(13.9)
B052 Shatford Memorial Library	(4,600)	(4,600)	(3,756)	(4,300)	300	(6.5)
B053 Sheet Harbour Library	(2,800)	(2,800)	(2,665)	(2,800)		
B054 Tantallon Library	(28,100)	(28,100)	(22,269)	(24,700)	3,400	(12.1)
* Branches/Public Services	(491,900)	(491,900)	(478,897)	(759,400)	(267,500)	54.4
** Library General Rate	(5,348,100)	(5,354,200)	(5,420,377)	(5,702,500)	(348,300)	6.5
B061 Special Projects			(57,834)			
B063 Res Capital Campaign		(1,400,000)	(752,025)	(570,000)	830,000	(59.3)
B064 ESL			(118,585)			
B065 Literacy			(53,723)			
B067 Justice			(13,691)			
* Restricted Funds		(1,400,000)	(995,858)	(570,000)	830,000	(59.3)
** Library Restricted Funds		(1,400,000)	(995,858)	(570,000)	830,000	(59.3)
*** Total	(5,348,100)	(6,754,200)	(6,416,235)	(6,272,500)	481,700	(7.1)

Library Summary Details

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	14,216,900	14,269,600	14,225,242	15,268,500	998,900	7.0
6002 Salaries - Overtime			38,678			
6054 Vacation payout			5,988			
6100 Benefits - Salaries	2,561,400	2,568,500	2,662,370	2,992,500	424,000	16.5
6110 Vacancy Management		(500,000)		(350,000)	150,000	(30.0)
6151 Vehicle Allowance	5,800		(240)			
6152 Retirement Incentives	91,500	94,100	109,099	123,700	29,600	31.5
6154 Workers' Compensation	93,300	92,900	88,645	96,300	3,400	3.7
6155 Overtime Meals			544			
6194 Sick Bank allowance			69,900			
6199 Comp & Ben InterDept			(808,300)			
9200 HR CATS Wage/Ben			22,263			
9210 HR CATS OT Wage/Ben			6,308			
* Compensation and Benefits	16,968,900	16,525,100	16,420,498	18,131,000	1,605,900	9.7
6201 Telephone	116,800	116,800	105,453	97,000	(19,800)	(17.0)
6202 Courier/Postage	31,000	21,000	24,067	17,000	(4,000)	(19.0)
6203 Office Furn/Equip	42,600	42,600	27,905	41,900	(700)	(1.6)
6204 Computer S/W & Lic	63,000	40,000	18,312	50,000	10,000	25.0
6205 Printing & Reprod	105,000	65,000	63,432	25,000	(40,000)	(61.5)
6207 Office Supplies	87,500	80,400	82,062	72,600	(7,800)	(9.7)
6208 Binding	15,000	15,000	13,438	15,000		
6299 Other Office Expenses	46,000	46,000	80,016	46,000		
* Office	506,900	426,800	414,686	364,500	(62,300)	(14.6)
6301 Professional Fees	65,000	50,000	109,209	50,000		
6302 Legal Fees	15,000	11,000	2,892	10,000	(1,000)	(9.1)
6304 Janitorial Services	203,700	194,100	284,274	446,800	252,700	130.2
6308 Snow Removal	36,800	36,800	77,228	58,800	22,000	59.8
6311 Security			47,108	67,100	67,100	
6312 Refuse Collection	11,800	11,800	14,109	18,600	6,800	57.6
6399 Contract Services	309,400	45,200	68,083	363,200	318,000	703.5
* External Services	641,700	348,900	602,904	1,014,500	665,600	190.8
6401 Uniforms & Clothing	2,000	1,000	752		(1,000)	(100.0)
6406 Bridge Tolls	500	500	1,665	500		
6407 Clean/Sani Supplies			885			
6499 Other Supplies	67,800	117,900	133,060	122,900	5,000	4.2
* Supplies	70,300	119,400	136,362	123,400	4,000	3.4
6504 Hardware			520			
6507 Propane	2,100	1,000	104	1,000		
6517 Paint			466			
* Materials	2,100	1,000	1,090	1,000		
6602 Electrical			9,110			
6603 Grnds & Landscaping	4,000	4,000	3,576	4,000		
6605 Municipal Taxes	217,000	217,800	218,171	223,800	6,000	2.8
6606 Heating Fuel	73,100	73,100	35,802		(73,100)	(100.0)
6607 Electricity	312,100	319,900	393,575	557,100	237,200	74.1

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6608 Water	14,700	14,500	35,057	47,400	32,900	226.9
6609 Elevator & Escalator	4,500	4,500	4,370	22,700	18,200	404.4
6610 Building - Exterior			71			
6611 Building - Interior			1,150			
6612 Safety Systems	1,600	1,600	12,385	1,600		
6616 Natural Gas-Buildings	49,900	49,900	167,581	246,800	196,900	394.6
6617 Pest Management			469			
6699 Other Building Cost	238,300	218,300	139,696	211,700	(6,600)	(3.0)
* Building Costs	915,200	903,600	1,021,013	1,315,100	411,500	45.5
6701 Equipment Purchase	324,300	344,300	100,112	243,800	(100,500)	(29.2)
6702 Small Tools			119			
6705 Equip - R&M	3,000	3,000	0	1,500	(1,500)	(50.0)
6706 Computer R&M	171,900	151,900	155,837	151,900		
6707 Plumbing & Heating			1,932			
6708 Mechanical Equipment	16,600	17,600	29,764	36,300	18,700	106.3
6711 Communication System			1,009			
* Equipment & Communications	515,800	516,800	288,773	433,500	(83,300)	(16.1)
6802 Vehicle R&M			36			
* Vehicle Expense			36			
6901 Membership Dues	12,500	12,500	21,056	16,600	4,100	32.8
6903 Travel - Local	35,000	35,000	35,031	40,000	5,000	14.3
6904 Travel - Out of Town	40,000	30,000	7,401	30,000		
6905 Training & Education	60,000	70,000	78,116	70,000		
6906 Licenses & Agreements			240			
6911 Facilities Rental	965,800	997,200	1,004,179	1,051,700	54,500	5.5
6912 Advertising/Promotio	55,000	40,000	34,834	20,000	(20,000)	(50.0)
6917 Books and Periodicals	1,850,500	1,800,500	2,521,776	1,825,500	25,000	1.4
6918 Meals	5,000		1,452			
6928 Committee Expenses	6,000	5,000	6,524	4,000	(1,000)	(20.0)
6938 Rewarding Excellence			1,120			
6946 Branch Programming	28,100	28,100	41,885	39,900	11,800	42.0
6947 Literacy/Heritage Pr	10,500	10,500	14,724	10,500		
6948 Arts/Perform.Program	8,600	8,600	10,541	12,000	3,400	39.5
6949 Readers Serv Program						
6950 Region.Serv.Program	16,500	16,500	46,082	20,000	3,500	21.2
6999 Other Goods/Services	1,200	1,200	557	1,200		
* Other Goods & Services	3,094,700	3,055,100	3,825,517	3,141,400	86,300	2.8
7009 Internal Trfr Other			1,201			
7011 Int Trf Record Check	1,000	1,000			(1,000)	(100.0)
7012 Int Trf Print/Reprod		5,000	4,056	5,000		
7099 Interdept Chargeback			(386,600)			
9910 PM Shop Expenses			75			
9911 PM Labour-Reg			4,896			
* Interdepartmental	1,000	6,000	(376,371)	5,000	(1,000)	(16.7)
8002 Insurance Claims			(60)			
8008 Transf to/fr Reserve	(462,700)	1,102,300	495,706	(2,507,600)	(3,609,900)	(327.5)
8017 Bank Charges			1,888			
8022 Transf to/fr Trust	(800)	(800)	(658)	(800)		
8024 Transf to/fr Capital				3,100,000	3,100,000	
8045 Amortization Expense			318,957			
* Other Fiscal	(463,500)	1,101,500	815,833	591,600	(509,900)	(46.3)
** Total	22,253,100	23,004,200	23,150,340	25,121,000	2,116,800	9.2

Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
4703 Cond. Grant NS(Other)	(4,835,200)	(4,835,200)	(4,916,000)	(4,916,000)	(80,800)	1.7
* Transfers from other Gov'ts	(4,835,200)	(4,835,200)	(4,916,000)	(4,916,000)	(80,800)	1.7
4902 Fines Fees	(486,300)	(486,300)	(382,074)	(475,600)	10,700	(2.2)
5102 Facilities Rentals	(9,600)	(9,600)	(16,800)	(39,600)	(30,000)	312.5
* Fee Revenues	(495,900)	(495,900)	(398,874)	(515,200)	(19,300)	3.9
5508 Recov External Parti			(63,785)			
5520 Donations	(5,000)	(1,411,100)	(706,987)	(581,100)	830,000	(58.8)
5600 Miscellaneous Revenue	(12,000)	(12,000)	(330,590)	(260,200)	(248,200)	2,068.3
* Other Revenue	(17,000)	(1,423,100)	(1,101,361)	(841,300)	581,800	(40.9)
** Total	(5,348,100)	(6,754,200)	(6,416,235)	(6,272,500)	481,700	(7.1)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	16,905,000	16,250,000	16,734,105	18,848,500	2,598,500	16.0

Parks & Recreation

2015/16 Budget and Business Plan

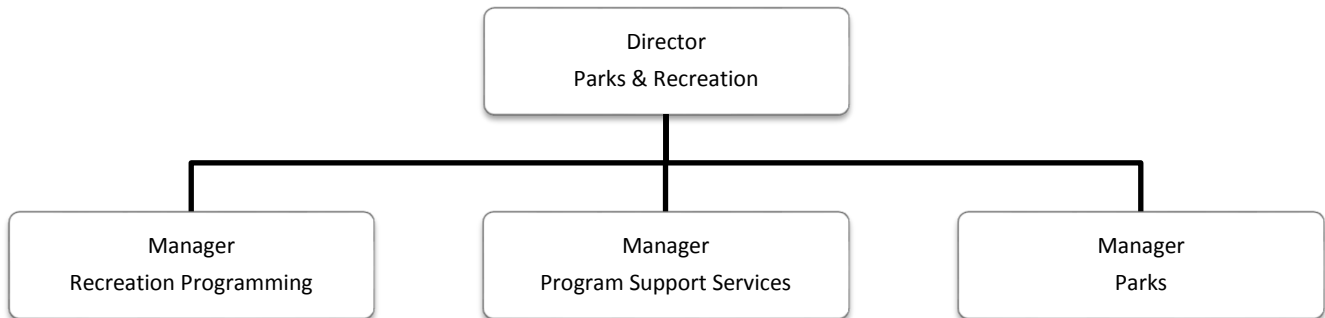
Mission: Parks & Recreation works to create a Halifax where everyone has access to meaningful recreation experiences that foster healthy lifestyles, vibrant communities, and sustainable environment.

We make a difference.

Parks & Recreation Overview

Parks & Recreation is committed to enhancing the health & quality of life for all citizens through accessible programs, services, facilities and open spaces including diverse recreation and cultural choices; and delivering inclusive civic events. Services provided through recreation, facility partnerships are focused on maintaining and establishing community character. The many parks and recreational trails include features ranging from picnic areas and playgrounds, to outdoor pools, spray parks, sportsfields and skateboard parks.

Parks & Recreation Org Chart



Funded Full Time Equivalents (FTEs)

Funded FTEs Includes full & part-time permanent positions	2014/15 Approved (Apr 1/13)	2015/16 Proposed Change (+/-)	2015/16 Approved Total FTE's
Full Time & Part Time permanent	244.0	-12.4	231.6
Term and Seasonal	219.8	31.1	250.9
Total FTE's	463.8	18.7	482.5

Parks & Recreation Operating Budget Overview

Parks & Recreation Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	20,243,600	23,885,700	20,101,842	23,246,000	(639,701)	(2.7)
* Office	745,350	592,700	383,616	558,500	(34,200)	(5.8)
* External Services	2,802,000	2,606,900	3,095,040	5,149,700	2,542,800	97.5
* Supplies	594,900	557,900	573,643	578,000	20,100	3.6
* Materials	608,000	564,500	465,865	534,300	(30,200)	(5.3)
* Building Costs	3,801,000	3,874,000	3,530,422	2,056,800	(1,817,200)	(46.9)
* Equipment & Communications	621,800	588,600	479,279	532,000	(56,600)	(9.6)
* Vehicle Expense	56,000	23,900	12,719	16,100	(7,800)	(32.6)
* Other Goods & Services	3,232,750	2,925,800	2,775,495	2,890,700	(35,100)	(1.2)
* Interdepartmental	(19,000)	130,200	(85,355)	129,200	(1,000)	(0.8)
* Debt Service	1,296,200	1,392,200	1,385,940	1,379,500	(12,700)	(0.9)
* Other Fiscal	2,657,700	1,768,500	2,373,877	1,728,700	(39,800)	(2.3)
** Total	36,640,300	38,910,900	35,092,384	38,799,500	(111,401)	(0.3)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Area Rate Revenue	(2,440,500)	(1,642,300)	(1,637,122)		1,642,300	(100.0)
* Fee Revenues	(11,044,400)	(11,227,800)	(11,333,418)	(11,450,500)	(222,700)	2.0
* Other Revenue	(936,800)	(1,216,200)	(1,526,871)	(1,099,600)	116,600	(9.6)
** Total	(14,421,700)	(14,086,300)	(14,497,411)	(12,550,100)	1,536,200	(10.9)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	22,218,600	24,824,600	20,594,973	26,249,400	1,424,799	5.7

Parks and Recreation Administration Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	354,000	359,300	391,987	364,500	5,200	1.4
* Office	8,400	5,500	3,445	5,500		
* External Services	1,000					
* Materials			154			
* Other Goods & Services	31,800	20,900	13,056	20,900		
* Interdepartmental						
** Total	395,200	385,700	408,642	390,900	5,200	1.3
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	395,200	385,700	408,642	390,900	5,200	1.3

Parks & Recreation Budget Overview by Service Area

Parks & Recreation Service Area Budget Overview

Service Area	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var. %
Parks Operations Summary of Expense & Revenue Types	9,089,400	11,822,900	8,310,491	11,312,900	(510,000)	(4)
Parks and Recreation Administration Summary of Expense & Revenue Types	395,200	385,700	408,642	390,900	5,200	1
Program Support Summary of Expense & Revenue Types	4,057,800	3,559,100	3,635,374	3,637,300	78,200	2
Recreation Programming Summary of Expense & Revenue Types	8,673,500	9,056,900	8,245,538	9,570,800	513,899	6
Municipal Recreation Facility General Rate Summary of Expense & Revenue Types	0			1,337,500	1,337,500	
Tour Blocked Summary of Expense & Revenue Types	2,700		(5,072)			
	22,218,600	24,824,600	20,594,973	26,249,400	1,424,799	6%

Parks & Recreation Key Metrics

Key Metrics and Drivers	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	*	*	*	59.3%	59.0%
Expenditures per dwelling (191,579)	*	*	*	\$202.13	\$206.66

* No data – Parks & Recreation is a new business unit formed October 1, 2014.

Parks & Recreation Strategic Initiatives for 2015/16

Strategic Alignment	
P&R 1.01	
<p>Local Food Production and Promotion Local food production is an integral component of HRM's economic prosperity. In 2015 Parks and Recreation will identify opportunities and initiatives in promoting local food production in our recreation facilities including formally supporting the HRM Food Strategy group in its development of an HRM Food Strategy.</p>	
P&R 1.02	Governance & Communication - ABCs
<p>Multi-District Facility Project, Phase 2 Recreation services are currently delivered through a variety of facilities, program offerings, and governance structures. Eight different governance models are utilized for the operation of HRM owned facilities. Phase 2 of the project will continue with the implementation of Council direction on governance model for Multi-District Facilities (MDF). Facilities in the MDF project include: Alderney Landing, Canada Games Centre, Centennial Pool, Cole Harbour Place, Dartmouth Sportsplex, Halifax Forum and Sackville Sports Stadium.</p>	
P&R 1.03	Governance & Communication - Council and Committees
<p>Arts & Culture Initiatives Based on the findings and recommendations of the Special Advisory Committee on Arts and Culture (SACAC) and the Comparative Cultural Investment Analysis presented to Council in 2014, Parks and Recreation will establish a governance model for an arts and culture committee (Arts Halifax), and develop a Cultural Spaces plan that includes needs assessment, feasibility studies and service delivery models that may include new cultural spaces and/or recapitalization of existing facilities.</p>	
P&R 1.04	Healthy Communities Theme - Recreation and Leisure
<p>Greenbelting and Public Open Spaces Planning Greenbelts and public open spaces provide opportunities for recreation and leisure activities for Halifax residents, protect valued natural and cultural assets, and shape our communities. The municipality will develop a Greenbelting and Public Open Spaces Priorities Plan as called for in the Regional Plan.</p>	

P&R 1.05	Healthy Communities Theme - Recreation and Leisure
Halifax Common Plan	
As a significant regional public asset the Halifax Common provides identity and a mix of recreation facilities, public institutions, municipal operations, private development, transportation routes, and urban forest for the Municipality. The 1994 Halifax Common Plan has provided guidance for the Municipality's stewardship of the Common on all of these fronts. Parks and Recreation will initiate a review of the 1994 Plan to update the policies and governance, tie together the existing plans for the Historic Halifax Common and produce a plan for the redevelopment of the Central Common.	
P&R 1.06	Healthy Communities Theme - Recreation and Leisure
Improve Recreation Asset Management	
Parks and Recreation is responsible for the provision of safe, reliable, and efficient physical environments that encourage participation in recreation and build strong, caring communities. There will be an increased investment of Parks and Recreation's human, financial, and technological resources toward maintaining a state of good repair for HRM's 68 facilities, 836 parks, 324 sport/ball fields, 314 sport courts, 379 playgrounds, 31 outdoor pools/beaches, and 222 kilometres of trails.	
P&R 1.07	Healthy Communities Theme - Recreation and Leisure
Increase Access to Recreation and Culture Programs and Services	
Parks and Recreation Services will continue to explore opportunities for improved access to recreation and culture programs and services. This will include expanding barrier-free accessibility and inclusion, unstructured play, mobile/special event outreach opportunities and partnerships with the Province of Nova Scotia and the Halifax Regional School Board to increase access to recreation programs at major facilities and community access to schools.	
P&R 1.08	Service Excellence – Continuous Improvement
Service Delivery Organization Reviews	
Parks and Recreation undertook a recreation services organizational review in 2014, with the goal to improve business offerings, find efficiencies, and positively impact our citizens. For 2015, the organization will implement the recommendations from the service review and undertake a detailed review of horticulture services.	

Summary of 2015/16 Parks & Recreation Changes

Cost Reduction Initiatives	Proposed 15/16 Savings
Compensation Efficiencies	\$322,900
Continued Budget Efficiencies	\$385,400
Increase in Vacancy Management	\$249,000
Increase in Revenue	\$265,200
Total to offset Base Cost Increase	\$1,222,500

New or Expanded Services Cost	Proposed 15/16 Costs
Mobile Recreation Pilot Program	\$25,000
Professional Arts Organization Grants Program	\$300,000
Total New or Expanded Services Cost	\$325,000

2015/16 Parks & Recreation Service Area Plans

Recreation Programming:

Recreation Programming delivers a wide variety of structured and unstructured programming including aquatic services, indoor/outdoor recreation, youth- at- risk, sport and wellness.

Services Delivered:

- Recreation Program Delivery - Delivery of neighbourhood-based inclusive recreation programs and services. Children and youth are priority target groups and programs include arts and cultural activities, dance, swimming, sport, skating, physical activity, etc. Staff design and schedule class sessions, coordinate, hire and train instructors, coordinate equipment and supply needs, coordinate public relations and promotion tools.
- Youth Development - The development and delivery of youth engagement and employment opportunities, youth leadership development, youth diversion programs, drop-ins and special events.
- Community Development and Support - Community development facilitates and supports the building of healthy and empowered individuals and communities that are better equipped and skilled to achieve their own recreation goals and projects.

Recreation Programming Budget Overview

Recreation Programming Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	11,222,900	11,911,000	11,377,574	12,347,000	435,999	3.7
* Office	413,100	316,400	216,361	285,400	(31,000)	(9.8)
* External Services	630,500	720,800	805,789	823,500	102,700	14.2
* Supplies	451,300	441,400	439,279	462,000	20,600	4.7
* Materials	88,300	88,300	80,947	88,300		
* Building Costs	899,900	896,400	869,249	909,200	12,800	1.4
* Equipment & Communications	404,200	382,400	345,614	365,500	(16,900)	(4.4)
* Vehicle Expense	15,400	5,800	6,834	5,800		
* Other Goods & Services	1,207,000	1,152,700	979,506	1,176,200	23,500	2.0
* Interdepartmental	(20,000)	(83,200)	16,143	(83,200)		
* Debt Service	276,000	271,400	271,350	266,200	(5,200)	(1.9)
* Other Fiscal	66,200	29,300	(68,549)	9,800	(19,500)	(66.6)
** Total	15,654,800	16,132,700	15,340,096	16,655,700	522,999	3.2
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(6,522,800)	(6,425,700)	(6,246,291)	(6,426,000)	(300)	0.0
* Other Revenue	(458,500)	(650,100)	(848,267)	(658,900)	(8,800)	1.4
** Total	(6,981,300)	(7,075,800)	(7,094,558)	(7,084,900)	(9,100)	0.1
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	8,673,500	9,056,900	8,245,538	9,570,800	513,899	5.7

Recreation Programming Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
# Direct Programs delivered by Recreation Programming	6,625	6,929	7,188	7,250
# of Registrants	49,037	54,944	59,185	60,000
# Youth Enrolled in Leadership Training	1,523	2183	2,749	2,800
# Participants at Emera Oval	130,000	132,018	135,000	135,000
# Community based partnerships	-	-	371	370

2015/16 Recreation Programming Key Deliverables

Strategic Alignment	15/16 Deliverables
Healthy Communities Theme - Inclusive and Accessible Community	Expand Barrier-free Recreation Program Offerings Continue to expand barrier-free recreation program offerings.
Healthy Communities Theme - Inclusive and Accessible Community	Implement HRM Program Accessibility Inclusion Policy Implement updated Inclusion Policy to ensure HRM recreation programs are following best practices and all governing regulations.
Healthy Communities Theme - Recreation and Leisure	Provide Opportunities for Senior and Youth Interaction Providing opportunities for interaction between seniors and youth to increase shared activities and learning.
Healthy Communities Theme - Recreation and Leisure	Provide Unstructured Play Opportunities Increase opportunities for unstructured play. Pilot mobile recreation program.

Program Support Services:

Program Support Services delivers support services designed to enhance and empower communities such as civic events, cultural initiatives, strategic recreation and open space planning, community and regional recreation facility partnership support.

Services Delivered:

- Strategic Recreation Planning - Development of recreation strategic plans through the assessment of needs for recreation programs and facilities.
- Facility Partnership Management - Alternate service delivery through agreements with community groups and board-run facilities such as Facility Lease Agreement (FLA) boards, Multi-District facilities.
- Arts and Culture Development and Support - Implementation programs, plans, and policies related to culture and art.

- Civic, Cultural, and Arts Events Support - Planning, financial support, delivery and logistical support of cultural, and arts festivals and events such as Natal Day, Canada Day, Parade of Lights, Nocturne.
- Volunteer and Non-Profit Support - Supports the work of volunteers to enhance capacity in community boards for the provision of alternate service delivery for HRM.
- Property Portfolio Management - Identify real property for acquisition in support of Parks and Recreation services. Includes municipal land management, strategic property acquisition and disposals.
- Recreation Facility Scheduling - Scheduling rentals for HRM outdoor sport facilities, athletic fields, event venues, indoor arenas, and the Halifax Regional School Board schools.

Program Support Services Budget Overview

Program Support Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	2,878,000	2,756,900	2,777,616	2,607,100	(149,800)	(5.4)
* Office	262,450	235,900	118,341	235,100	(800)	(0.3)
* External Services	1,107,500	921,900	994,615	1,036,100	114,200	12.4
* Supplies	4,100	4,000	6,760	4,000		
* Materials	8,000	8,000	4,661	8,000		
* Building Costs	575,000	714,000	736,747	714,000		
* Equipment & Communications	23,000	23,000	28,958	21,500	(1,500)	(6.5)
* Vehicle Expense			322			
* Other Goods & Services	1,606,950	1,435,000	1,534,976	1,376,100	(58,900)	(4.1)
* Interdepartmental	1,000	213,400	(117,951)	212,400	(1,000)	(0.5)
* Other Fiscal	1,510,900	1,530,900	1,980,139	1,738,900	208,000	13.6
** Total	7,976,900	7,843,000	8,065,184	7,953,200	110,200	1.4
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(3,664,900)	(3,945,400)	(4,125,405)	(4,015,200)	(69,800)	1.8
* Other Revenue	(254,200)	(338,500)	(304,405)	(300,700)	37,800	(11.2)
** Total	(3,919,100)	(4,283,900)	(4,429,810)	(4,315,900)	(32,000)	0.7
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	4,057,800	3,559,100	3,635,374	3,637,300	78,200	2.2

Program Support Services Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
# Hallmark / Large Scale Events	31	21	28	20
Value of Hallmark / Large Scale Event Grants	1.45M	1M	1.55M	1.2M
# Facility Agreements	34	33	33	33
Financial Support Provided through Facility Lease Agreements	1,300,000	1,300,000	1,300,000	1,300,000

2015/16 Program Support Services Key Deliverables

Strategic Alignment	15/16 Deliverables
Economic Development Theme - Arts, Culture & Heritage Initiatives	Cultural Spaces Plan Initiate coordination of work on Cultural Spaces Plan.
Economic Development Theme - Arts, Culture & Heritage Initiatives	Professional Arts and Culture Advisory Committee Implement the SACAC recommendation to establish a professional arts and culture sector advisory committee Arts Halifax.
Economic Development Theme - Arts, Culture & Heritage Initiatives	Events Grants - Implement Governance and Programming Implement new event granting governance structure, policies and programs. Destination Halifax to continue to work with HRM Events to assist with marketing strategy on specific large scale events. Explore an Event Plan for Halifax with key stakeholders.
Financial Responsibility – Expenditure Management	Asset Management - Recreation Facilities and Assets Leverage technology to be provided through the Enterprise Asset Management system to plan and track the lifecycle repair and replacement of recreation facilities and assets.
Healthy Communities Theme - Recreation and Leisure	Arena Replacement / Rehabilitation Replace/rehabilitate seven arenas through construction of the Dartmouth 4-pad arena to open in 2017 and completion of the Halifax Forum revitalization project to open in 2019.
Healthy Communities Theme - Recreation and Leisure	Community Facility Master Plan Complete the Community Facility Master Plan (CFMP) Update.
Healthy Communities Theme - Recreation and Leisure	Fort Needham Park – Master Plan Develop a Master Plan for Fort Needham Park as directed by Regional Council in keeping with the upcoming centenary of the 100th anniversary of the Halifax Explosion.
Healthy Communities Theme - Recreation and Leisure	Dartmouth Sportsplex Recapitalization Commence design of Dartmouth Sportsplex recapitalization.
Healthy Communities Theme - Recreation and Leisure	HRSB Service Exchange Agreement / Joint Use Agreement Implementation of Service Exchange Agreement (SEA) and specific Joint Use Agreements (JUA) with HRSB to improve community access.
Healthy Communities Theme - Recreation and Leisure	Recreation Policy Review Review current strategy, carry out jurisdictional scan and bring forward recommended policy framework for Council’s consideration.
Service Excellence – Continuous Improvement	Technology Roadmap Finalize technology roadmap and develop implementation plan to address current service improvement opportunities. 15/16 projects include: <ul style="list-style-type: none"> • Prepare Customer Profile and Engagement Business • Performance Measurement and Asset Utilization • Centralized Scheduling Solution

Parks:

Parks delivers operation/maintenance services for all parks, open spaces sports fields, courts, playgrounds, green spaces and splash pads.

Services Delivered:

- Infrastructure Delivery - playgrounds, parks, and open space infrastructure. Responsible for planning, designing, implementation and project management of construction and improvement projects for municipally owned and operated playgrounds, parks, and open space infrastructure, including recreational trails and other park amenities.
- State of Good Repair (Recapitalization) - playgrounds, parks, and open space infrastructure - Delivery of capital improvements or repair/replacement work for municipally owned and operated playgrounds, parks, and open space infrastructure, including regional trails and other park amenities.
- Asset Stewardship – Park and Recreational Assets (Inspection and Maintenance) - The inspection and maintenance of parks, open spaces, sports fields, playgrounds and greenbelts to ensure safety and cleanliness.
- Cemetery Management - Management of HRM-owned cemeteries.
- Horticulture Services - lawn maintenance, shrub and flower bed maintenance, litter pick up, watering, propagation plant material, pathway maintenance and pond maintenance.

Parks Budget Overview

Parks Operations Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	5,785,200	8,858,500	5,554,388	7,927,400	(931,100)	(10.5)
* Office	50,800	27,600	32,507	25,200	(2,400)	(8.7)
* External Services	877,500	782,400	1,235,318	3,227,100	2,444,700	312.5
* Supplies	123,300	102,400	123,326	101,900	(500)	(0.5)
* Materials	511,700	468,200	380,103	438,000	(30,200)	(6.5)
* Building Costs	2,125,300	2,032,300	1,822,025	305,600	(1,726,700)	(85.0)
* Equipment & Communications	187,600	172,400	101,231	134,200	(38,200)	(22.2)
* Vehicle Expense	40,600	18,100	4,639	10,300	(7,800)	(43.1)
* Other Goods & Services	295,100	268,700	247,822	317,500	48,800	18.2
* Interdepartmental			16,382			
* Other Fiscal			(56,185)	(25,000)	(25,000)	
** Total	9,997,100	12,730,600	9,461,556	12,462,200	(268,400)	(2.1)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(856,700)	(856,700)	(954,554)	(1,009,300)	(152,600)	17.8
* Other Revenue	(51,000)	(51,000)	(196,511)	(140,000)	(89,000)	174.5
** Total	(907,700)	(907,700)	(1,151,065)	(1,149,300)	(241,600)	26.6
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	9,089,400	11,822,900	8,310,491	11,312,900	(510,000)	(4.3)

Parks Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
% of parks capital projects completed within budgeted costs	*	*	*	80%
Cost per sq. m of grass mowed	*	*	*	Decrease 5%
% of Playground inspections completed within standard	*	*	*	60%

* No data – Parks & Recreation is a new business unit formed October 1, 2014.

2015/16 Parks Key Deliverables

Strategic Alignment	15/16 Deliverables
Healthy Communities Theme - Recreation and Leisure	Mainland Common Artificial Field Renewal and Expansion Replacement of the existing turf field and expansion to allow for a football field.
Healthy Communities Theme - Recreation and Leisure	Parks Patrol Pilot Develop pilot program for low/no cost solution to improve safety and experience in major parks.
Healthy Communities Theme - Recreation and Leisure	Horticulture Service Delivery Review Conduct a service delivery review of Horticulture Services to improve the quality, efficiency and sustainability of delivering a horticulture program in HRM.

Strategic Alignment	15/16 Deliverables
Service Excellence – Continuous Improvement	Establish Park Service Levels <ul style="list-style-type: none"> • Off Leash Parks • Washrooms • Cemeteries
Service Excellence – Continuous Improvement	Parks - Inspection and maintenance program Implement work order system for inspection and maintenance program for parks, playgrounds, sports fields and open spaces to ensure safety and cleanliness.

Municipal Recreation Facility General Rate Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	3,500		325			
* Office	7,900	7,300	12,961	7,300		
* External Services	185,500	181,800	55,474	63,000	(118,800)	(65.3)
* Supplies	16,200	10,100	4,201	10,100		
* Materials						
* Building Costs	200,800	231,300	103,302	128,000	(103,300)	(44.7)
* Equipment & Communications	7,000	10,800	3,401	10,800		
* Vehicle Expense			923			
* Other Goods & Services	91,900	48,500			(48,500)	(100.0)
* Interdepartmental			72			
* Debt Service	1,020,200	1,120,800	1,114,590	1,113,300	(7,500)	(0.7)
* Other Fiscal	1,080,600	208,300	518,472	5,000	(203,300)	(97.6)
** Total	2,613,600	1,818,900	1,813,722	1,337,500	(481,400)	(26.5)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Area Rate Revenue	(2,440,500)	(1,642,300)	(1,637,122)		1,642,300	(100.0)
* Other Revenue	(173,100)	(176,600)	(176,600)		176,600	(100.0)
** Total	(2,613,600)	(1,818,900)	(1,813,722)		1,818,900	(100.0)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	0			1,337,500	1,337,500	

Parks & Recreation Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
R851 Horticulture East	914,100	1,099,600	633,161	728,900	(370,700)	(33.7)
W180 Playgrounds East	571,700	686,600	485,907	638,200	(48,400)	(7.0)
W181 Sports/Play - Admin	338,500	234,100	364,742	234,100		
W182 Sportsfields East	633,600	831,700	543,621	804,500	(27,200)	(3.3)
W183 Playgrounds Central	450,700	704,800	528,109	658,300	(46,500)	(6.6)
W185 Sportsfields - Central	565,200	865,700	633,048	842,900	(22,800)	(2.6)
W187 East Artificial	59,700	55,100	8,512	16,900	(38,200)	(69.3)
W191 Cntrcts-Grass/Hort E	1,901,600	1,855,900	1,782,572	1,974,000	118,100	6.4
*** Parks East	5,435,100	6,333,500	4,979,671	5,897,800	(435,700)	(6.9)
R831 Parks/Open - Admin	154,200	91,200	36,460	588,700	497,500	545.5
R850 Horticulture West	743,900	926,200	743,213	1,252,200	326,000	35.2
R852 Cap Dis Main Weekend	726,800	514,100	4,128		(514,100)	(100.0)
R855 Parks Cemeteries	(58,200)	(56,600)	1,882	(57,800)	(1,200)	2.1
R860 Major Parks West	734,700	760,000	562,313	564,800	(195,200)	(25.7)
W184 Playgrounds West	651,900	886,100	597,152	875,200	(10,900)	(1.2)
W186 Sportsfields West	701,000	1,053,900	630,197	1,041,500	(12,400)	(1.2)
*** Parks West	3,654,300	4,174,900	2,575,345	4,264,600	89,700	2.1
W189 Fleet Maintenance			626			
W954 Parks Capital Projects		847,800	635,853	655,100	(192,700)	(22.7)
W702 Parks Operations		466,700	118,996	495,400	28,700	6.1
**** Parks Operations	9,089,400	11,822,900	8,310,491	11,312,900	(510,000)	(4.3)
C410 Director's Office	395,200	385,700	408,642	390,900	5,200	1.3
**** Parks & Recreation Administra	395,200	385,700	408,642	390,900	5,200	1.3
C705 Community Partnerships	2,024,800	1,931,800	1,943,938	1,739,000	(192,800)	(10.0)
W700 Policy & Planning	649,400	642,900	591,485	875,700	232,800	36.2
C760 Culture & Events	1,350,100	1,309,300	1,211,965	1,666,500	357,200	27.3
C764 Cultural Development			(0)			
D710 Program Support Svcs	731,300	553,200	647,845	99,900	(453,300)	(81.9)
D911 Administration Services	362,100	242,300	307,603	391,300	149,000	61.5
*** Program Support Operations	5,117,700	4,679,500	4,702,835	4,772,400	92,900	2.0
C706 BMO Centre	(226,000)	(281,600)	(306,713)	(294,400)	(12,800)	4.5
D104 LEED's Facilities	146,100	146,100	169,971	146,100		
C910 Facility Transfers	140,000	140,000	140,000	140,000		
*** Program Support Facilities	60,100	4,500	3,259	(8,300)	(12,800)	(284.4)
D960 Devonshire Arena	(226,500)	(226,500)	(208,338)	(220,200)	6,300	(2.8)
D970 Le Brun Centre	(267,400)	(267,400)	(279,104)	(290,200)	(22,800)	8.5
D980 Gray Arena	(313,400)	(318,300)	(283,892)	(301,300)	17,000	(5.3)
D985 Bowles Arena	(312,700)	(312,700)	(299,385)	(315,100)	(2,400)	0.8
*** Arenas	(1,120,000)	(1,124,900)	(1,070,720)	(1,126,800)	(1,900)	0.2
**** Program Support Services	4,057,800	3,559,100	3,635,374	3,637,300	78,200	2.2
S210 Operation's Adm	327,600	334,100	274,010	321,400	(12,700)	(3.8)
S220 Trucking/Fleet Services	11,600	6,600	6,821	6,600		
** Operations	339,200	340,700	280,832	328,000	(12,700)	(3.7)
S231 947 Mitchell	87,100	87,000	111,127	87,000		
S232 1300 St. Margaret's Bay	16,500	15,600	17,000	16,600	1,000	6.4
** Facilities/Buildings	103,600	102,600	128,126	103,600	1,000	1.0
S241 Paper Recycling	235,300	244,300	249,907	253,300	9,000	3.7
S242 Enviro Depot	145,600	164,300	156,796	167,300	3,000	1.8
S243 By Law Remedies	75,000	78,600	85,199	90,200	11,600	14.8
S244 Organic Carts	34,000	35,900	26,040	38,200	2,300	6.4
S245 Commercial Depot	12,100	15,900	7,005	18,200	2,300	14.5
** Initiatives	502,000	539,000	524,946	567,200	28,200	5.2
*** Youth Live	944,800	982,300	933,904	998,800	16,500	1.7

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
C726 Marketing & Promotions	91,000	84,000	74,494	65,000	(19,000)	(22.6)
D101 Rec. Prog. Admin.	653,900	540,300	474,143	486,100	(54,200)	(10.0)
** Recreation Services	744,900	624,300	548,637	551,100	(73,200)	(11.7)
D160 SMBC Prog. & Maint.	53,200	53,200	52,593	52,800	(400)	(0.8)
D170 CWSCC Prog. & Maint.	136,700	130,200	112,391	130,500	300	0.2
D175 Capt. Will Spry Aqua	74,200	73,000	75,890	240,100	167,100	228.9
D176 CWSCC Fitness Ctr	(22,100)	(21,300)	(38,097)	(28,400)	(7,100)	33.3
D180 Herring Cv. AreaProg	149,100	153,900	66,727	69,300	(84,600)	(55.0)
D320 Bedford Outdoor Pool	(8,800)	(7,400)	(11,490)	(17,800)	(10,400)	140.5
D540 Beaches/Common Pool	485,000	499,400	446,269	506,300	6,900	1.4
D570 Needham Aquatics	83,100	79,300	76,110	75,700	(3,600)	(4.5)
* Aquatic/Leisure/ActiveLiving/	950,400	960,300	780,393	1,028,500	68,200	7.1
C471 Emera Oval	215,000	313,600	270,311	289,400	(24,200)	(7.7)
** Aquatics & Oval	1,165,400	1,273,900	1,050,704	1,317,900	44,000	3.5
D755 Youth Programming	390,000	327,500	284,353	480,700	153,200	46.8
** Outdoor Recreation	390,000	327,500	284,353	480,700	153,200	46.8
D155 Area Prog. & Maint.	238,900	239,400	170,818	165,000	(74,400)	(31.1)
D210 Area Prog. & Maint.	342,500	344,300	380,165	470,600	126,300	36.7
D580 St Andrews Prog&Main	195,800	191,600	150,428	169,500	(22,100)	(11.5)
* Mainland N & Western	777,200	775,300	701,411	805,100	29,800	3.8
D310 BSFR Prog. & Maint.	820,800	852,500	788,853	918,300	65,800	7.7
D330 Mid. Musq. Program	38,600	37,900	42,734	38,400	500	1.3
D350 Bdfd/Hmdplns CommCtr		106,000	112,326	128,500	22,500	21.2
D975 Bedford Leisure Club	500					
* Bedford/Sack/Fall River	859,900	996,400	943,913	1,085,200	88,800	8.9
D410 Musq Harbour Program	228,900	229,900	244,917	232,900	3,000	1.3
D420 MH Office & FitnessCtr	72,800	72,300	73,323	68,700	(3,600)	(5.0)
D430 Sheet Hbr. Prog.	161,100	155,200	151,555	149,900	(5,300)	(3.4)
D440 Sheet Hbr. Fitness Ctr	64,600	63,900	62,340	64,400	500	0.8
D620 Pres/LkEcho/LT Prog	27,300	34,600	42,693	48,000	13,400	38.7
D630 Cole Harbour Program	393,900	389,400	351,091	429,300	39,900	10.2
D172 NPCC Prog. & Maint	359,500	451,300	447,978	510,400	59,100	13.1
* Cole Hb/E Shore & Valley	1,308,100	1,396,600	1,373,898	1,503,600	107,000	7.7
D510 Area Prog. & Maint.	297,100	310,900	295,691	395,700	84,800	27.3
D550 Dixon Program	264,900	254,300	204,851	240,400	(13,900)	(5.5)
D565 The Pavilion		15,000	1,582	15,000		
D585 BloomfieldProg& Main	(10,600)	0	(5,367)	(14,000)	(14,000)	(35,000,100.0)
D590 Citadel Prog & Maint.	262,300	271,500	210,256	266,300	(5,200)	(1.9)
* Peninsula	813,700	851,700	707,012	903,400	51,700	6.1
D810 Area Prog. & Maint.	520,000	536,200	529,874	578,600	42,400	7.9
D811 Rec. Arts & Culture	222,700	217,700	178,252	107,800	(109,900)	(50.5)
D815 Dart North Com Ctre	225,100	240,300	231,685	242,700	2,400	1.0
D840 Grant Activities		17,100	(32,524)	17,200	100	0.6
* Dartmouth/Eastern Passage	967,800	1,011,300	907,288	946,300	(65,000)	(6.4)
** Progr & Community Dev	4,726,700	5,031,300	4,633,522	5,243,600	212,300	4.2
D999 Clearing Account Rec			59,569			
* Clearing Account REC			59,569			
** Arenas & Scheduling			59,569			
Z111 Front Desk Lead			1,438			
Z112 Stadium Operations	503,600	1,503,300	1,436,154	1,549,500	46,200	3.1
Z113 Front Desk	211,700	211,700	207,442	215,000	3,300	1.6
Z117 Sales & Marketing	115,300	110,100	78,806	120,300	10,200	9.3
Z121 Stadium Other	(80,600)	(67,200)	(70,035)	(65,900)	1,300	(1.9)
Z122 Stadium Security			(4)			
Z125 Stadium Admin.	840,700	798,700	752,040	775,800	(22,900)	(2.9)
Z126 Part Time Staff			20			
* Stadium Overall	1,590,700	2,556,600	2,405,861	2,594,700	38,100	1.5

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Z141 Arena	(267,700)	(568,900)	(517,788)	(538,300)	30,600	(5.4)
Z146 Arena Skate Helpers			(96)			
* Arena	(267,700)	(568,900)	(517,884)	(538,300)	30,600	(5.4)
Z118 Fitness Centre General	(225,900)	(341,400)	(377,783)	(425,400)	(84,000)	24.6
Z142 Group Exercise	26,400	29,400	22,125	119,000	89,600	304.8
Z143 Mind & Body	(4,200)	(300)	(607)	2,700	3,000	(1,000.0)
Z144 F & L Leisure	(26,000)	(31,200)	(17,994)	(21,000)	10,200	(32.7)
Z145 Camps	(36,200)	(59,400)	(57,455)	(65,100)	(5,700)	9.6
Z161 Personal Training	(6,500)	(1,800)	(1,333)	(800)	1,000	(55.6)
Z164 F & L Fitness	(11,200)	(12,300)	(10,345)	(10,300)	2,000	(16.3)
Z165 Training & Cycle Zone	(65,200)	(18,000)	6,389	4,600	22,600	(125.6)
* Fitness & Leisure	(348,800)	(435,000)	(437,003)	(396,300)	38,700	(8.9)
Z116 Aquatics Operations	349,200	26,300	22,485	26,300		
Z123 Stad. Aquatics General	(23,600)	(14,100)	(36,156)	(87,800)	(73,700)	522.7
Z182 Aqua Fit & Leisure	(2,800)	(1,100)	5,144	7,200	8,300	(754.5)
Z184 Leadership	(11,800)	(10,500)	(11,289)	(1,500)	9,000	(85.7)
Z185 First Aid & Sp Prgms	(10,500)	(10,200)	(1,786)	(400)	9,800	(96.1)
Z186 Learn to Swim	(372,700)	(368,300)	(341,129)	(302,500)	65,800	(17.9)
* Aquatics	(72,200)	(377,900)	(362,730)	(358,700)	19,200	(5.1)
Z101 Curling Centre	(74,800)	(95,300)	(73,765)	(78,600)	16,700	(17.5)
Z102 Commercial	(177,200)	(312,500)	(324,622)	(294,700)	17,800	(5.7)
** Sackville Sports Stadium	650,000	767,000	689,857	928,100	161,100	21.0
C220 Riverlake Com. Ctr.	5,300	5,300	5,252	5,300		
C230 Waverly Com. Centre	23,100	22,300	18,031	22,300		
C250 BLT Rec. Advis. Comm	7,700	7,700	7,700	7,700		
C260 Lockview Ratepayers	6,900	6,900	6,891	6,900		
C270 Lucasville Comm. Ctr	8,700	8,400	7,118	8,400		
** Area Services	51,700	50,600	44,993	50,600		
*** Recreation Programming	7,728,700	8,074,600	7,311,634	8,572,000	497,399	6.2
**** Recreation Programming	8,673,500	9,056,900	8,245,538	9,570,800	513,899	5.7
C106 Prospect Rd Rec Ctr				213,100	213,100	
C110 East Preston Rec Ctr				33,400	33,400	
C125 Beaver Bank Rec Centre				354,900	354,900	
C150 Up. Hammonds Plains				34,100	34,100	
C155 Harrietsfield Rec Ct				32,000	32,000	
C165 Dutch Settlement				12,100	12,100	
C175 Hubbards Rec. Centre	0			42,600	42,600	
C194 Gordon Snow Comm Ctr				393,500	393,500	
C199 St. Marg Bay Ctr				221,800	221,800	
**** Mun. Rec. Facil-General Rate	0			1,337,500	1,337,500	
*** RTC Locked						
C412 LKD2011 CWG Proj Off			(47)			
C470 LKD Cda Games 2011			75			
W190 Locked West Artificial			213			
D220 LKDNorthcliffe Aquat			2,807			
D820 LKD Findlay Maint			4			
D520 LKD Dixon Maint			(1,092)			
D340 LKDFall River R Ctr.	2,700					
D270 Locked Lakeside Maint.			(7,168)			
C730 Locked Cultural Affairs			136			
**** Locked	2,700		(5,072)			
**** Total	22,218,600	24,824,600	20,594,973	26,249,400	1,424,799	5.7

Parks & Recreation Summary of Gross Expenditures

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
R851 Horticulture East	914,100	1,099,600	655,659	728,900	(370,700)	(33.7)
W180 Playgrounds East	571,700	686,600	486,471	638,200	(48,400)	(7.0)
W181 Sports/Play - Admin	338,500	234,100	364,742	234,100		
W182 Sportsfields East	734,300	932,400	675,006	934,500	2,100	0.2
W183 Playgrounds Central	450,700	704,800	532,109	658,300	(46,500)	(6.6)
W185 Sportsfields - Central	585,200	885,700	692,868	902,900	17,200	1.9
W187 East Artificial	374,700	370,100	337,422	366,900	(3,200)	(0.9)
W191 Cntrcts-Grass/Hort E	1,952,600	1,906,900	1,922,802	2,114,000	207,100	10.9
*** Parks East	5,921,800	6,820,200	5,667,080	6,577,800	(242,400)	(3.6)
R831 Parks/Open - Admin	154,200	91,200	38,090	588,700	497,500	545.5
R850 Horticulture West	743,900	926,200	745,874	1,252,200	326,000	35.2
R852 Cap Dis Main Weekend	726,800	514,100	4,128		(514,100)	(100.0)
R855 Parks Cemeteries	262,100	263,700	255,688	232,500	(31,200)	(11.8)
R860 Major Parks West	734,700	760,000	565,476	564,800	(195,200)	(25.7)
W184 Playgrounds West	651,900	886,100	621,735	875,200	(10,900)	(1.2)
W186 Sportsfields West	801,700	1,154,600	808,011	1,220,500	65,900	5.7
*** Parks West	4,075,300	4,595,900	3,039,002	4,733,900	138,000	3.0
W189 Fleet Maintenance			626			
W954 Parks Capital Projects		847,800	635,853	655,100	(192,700)	(22.7)
W702 Parks Operations		466,700	118,996	495,400	28,700	6.1
**** Parks Operations	9,997,100	12,730,600	9,461,556	12,462,200	(268,400)	(2.1)
C410 Director's Office	395,200	385,700	408,642	390,900	5,200	1.3
**** Parks & Recreation Administra	395,200	385,700	408,642	390,900	5,200	1.3
C705 Community Partnerships	2,106,300	2,013,300	1,996,662	1,840,500	(172,800)	(8.6)
W700 Policy & Planning	649,400	642,900	591,485	875,700	232,800	36.2
C760 Culture & Events	1,675,100	1,846,700	1,800,828	2,203,900	357,200	19.3
C764 Cultural Development			(0)			
C772 Reg-Events/Culture						
D710 Program Support Svcs	741,300	568,200	652,166	114,900	(453,300)	(79.8)
D911 Administration Services	399,100	284,600	351,288	433,600	149,000	52.4
W204 Spencer House			0			
*** Program Support Operations	5,571,200	5,355,700	5,392,429	5,468,600	112,900	2.1
C706 BMO Centre	1,940,000	2,030,400	2,184,664	2,029,500	(900)	(0.0)
D104 LEED's Facilities	146,100	146,100	169,971	146,100		
C910 Facility Transfers	290,000	290,000	302,037	290,000		
*** Program Support Facilities	2,376,100	2,466,500	2,656,673	2,465,600	(900)	(0.0)
D960 Devonshire Arena	5,500	3,800	2,713	3,000	(800)	(21.1)
D970 Le Brun Centre	4,000	2,500	2,305	2,500		
D980 Gray Arena	11,900	7,000	5,363	7,000		
D985 Bowles Arena	8,200	7,500	5,701	6,500	(1,000)	(13.3)
*** Arenas	29,600	20,800	16,081	19,000	(1,800)	(8.7)
**** Program Support Services	7,976,900	7,843,000	8,065,184	7,953,200	110,200	1.4
S210 Operation's Adm	342,600	349,100	285,422	336,400	(12,700)	(3.6)
S220 Trucking/Fleet Services	11,600	6,600	6,821	6,600		
** Operations	354,200	355,700	292,243	343,000	(12,700)	(3.6)
S231 947 Mitchell	87,100	87,000	111,127	87,000		
S232 1300 St. Margaret's Bay	16,500	15,600	17,000	16,600	1,000	6.4
** Facilities/Buildings	103,600	102,600	128,126	103,600	1,000	1.0

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
S241 Paper Recycling	283,300	292,300	288,022	301,300	9,000	3.1
S242 Enviro Depot	580,600	599,300	541,250	602,300	3,000	0.5
S243 By Law Remedies	99,000	102,600	96,816	105,200	2,600	2.5
S244 Organic Carts	34,000	35,900	26,040	38,200	2,300	6.4
S245 Commercial Depot	127,100	130,900	119,272	133,200	2,300	1.8
** Initiatives	1,124,000	1,161,000	1,071,399	1,180,200	19,200	1.7
*** Youth Live	1,581,800	1,619,300	1,491,769	1,626,800	7,500	0.5
C726 Marketing & Promotions	91,000	84,000	74,494	65,000	(19,000)	(22.6)
C762 Youth Advocate Program						
C763 Souls Strong Project		191,400	242,475	248,200	56,800	29.7
D101 Rec. Prog. Admin.	653,900	540,300	476,307	486,100	(54,200)	(10.0)
** Recreation Services	744,900	815,700	793,276	799,300	(16,400)	(2.0)
D160 SMBC Prog. & Maint.	154,400	154,400	151,200	157,000	2,600	1.7
D170 CWSCC Prog. & Maint.	152,200	145,700	129,431	148,000	2,300	1.6
D175 Capt. Will Spry Aqua	474,700	473,500	521,992	672,600	199,100	42.0
D176 CWSCC Fitness Ctr	43,400	44,200	40,881	41,100	(3,100)	(7.0)
D180 Herring Cv. AreaProg	217,900	222,700	146,599	139,700	(83,000)	(37.3)
D320 Bedford Outdoor Pool	72,200	73,600	74,954	69,200	(4,400)	(6.0)
D540 Beaches/Common Pool	496,000	510,400	471,601	517,300	6,900	1.4
D570 Needham Aquatics	165,600	169,800	153,252	172,200	2,400	1.4
* Aquatic/Leisure/ActiveLiving/	1,776,400	1,794,300	1,689,909	1,917,100	122,800	6.8
C471 Emera Oval	245,000	343,600	325,635	332,400	(11,200)	(3.3)
** Aquatics & Oval	2,021,400	2,137,900	2,015,544	2,249,500	111,600	5.2
D755 Youth Programming	459,600	397,100	342,552	550,300	153,200	38.6
** Outdoor Recreation	459,600	397,100	342,552	550,300	153,200	38.6
D155 Area Prog. & Maint.	479,600	483,400	397,721	407,700	(75,700)	(15.7)
D210 Area Prog. & Maint.	489,800	498,100	496,377	584,400	86,300	17.3
D580 St Andrews Prog&Main	327,100	326,900	307,436	314,000	(12,900)	(3.9)
* Mainland N & Western	1,296,500	1,308,400	1,201,533	1,306,100	(2,300)	(0.2)
D310 BSFR Prog. & Maint.	1,285,300	1,297,600	1,193,685	1,363,400	65,800	5.1
D330 Mid. Musq. Progrom	51,000	50,300	68,434	50,800	500	1.0
D350 Bdfd/Hmdplns CommCtr		224,900	288,809	308,500	83,600	37.2
D975 Bedford Leisure Club	500					
* Bedford/Sack/Fall River	1,336,800	1,572,800	1,550,929	1,722,700	149,900	9.5
D410 Musq Harbour Program	294,000	294,500	305,079	297,000	2,500	0.8
D420 MH Office & FitnessCtr	105,800	104,800	103,888	101,700	(3,100)	(3.0)
D430 Sheet Hbr. Prog.	181,700	179,300	175,055	172,800	(6,500)	(3.6)
D440 Sheet Hbr. Fitness Ctr	75,200	73,200	71,415	73,700	500	0.7
D620 Pres/LkEcho/LT Prog	44,100	42,900	52,808	57,200	14,300	33.3
D630 Cole Harbour Program	513,000	513,000	473,639	554,300	41,300	8.1
D172 NPCC Prog. & Maint	414,500	501,400	507,917	560,000	58,600	11.7
* Cole Hb/E Shore & Valley	1,628,300	1,709,100	1,689,802	1,816,700	107,600	6.3
D510 Area Prog. & Maint.	404,100	413,400	428,117	522,000	108,600	26.3
D550 Dixon Program	372,400	361,800	334,538	365,400	3,600	1.0
D565 The Pavilion		15,000	1,582	15,000		
D585 BloomfieldProg& Main	58,300	20,200	24,123	6,200	(14,000)	(69.3)
D590 Citadel Prog & Maint.	447,200	456,400	442,411	476,300	19,900	4.4
* Peninsula	1,282,000	1,266,800	1,230,771	1,384,900	118,100	9.3
D810 Area Prog. & Maint.	897,300	926,000	898,913	979,500	53,500	5.8
D811 Rec. Arts & Culture	222,700	217,700	178,252	107,800	(109,900)	(50.5)
D815 Dart North Com Ctre	266,000	283,200	277,117	285,600	2,400	0.8
D840 Grant Activities	14,800	52,800	62,418	35,300	(17,500)	(33.1)
* Dartmouth/Eastern Passage	1,400,800	1,479,700	1,416,700	1,408,200	(71,500)	(4.8)
** Progr & Community Dev	6,944,400	7,336,800	7,089,735	7,638,600	301,800	4.1

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
D999 Clearing Account Rec			59,569			
* Clearing Account REC			59,569			
** Arenas & Scheduling			59,569			
Z111 Front Desk Lead			1,438			
Z112 Stadium Operations	503,600	1,503,300	1,436,154	1,549,500	46,200	3.1
Z113 Front Desk	211,700	211,700	207,442	215,000	3,300	1.6
Z117 Sales & Marketing	115,300	110,100	78,806	120,300	10,200	9.3
Z121 Stadium Other	23,400	22,100	20,074	22,100		
Z122 Stadium Security			(4)			
Z125 Stadium Admin.	840,700	798,700	752,040	775,800	(22,900)	(2.9)
Z126 Part Time Staff			20			
* Stadium Overall	1,694,700	2,645,900	2,495,970	2,682,700	36,800	1.4
Z141 Arena	359,100	31,100	38,764	38,100	7,000	22.5
Z146 Arena Skate Helpers			(96)			
* Arena	359,100	31,100	38,668	38,100	7,000	22.5
Z115 Woman's Gym						
Z118 Fitness Centre General	549,100	413,600	355,850	330,100	(83,500)	(20.2)
Z142 Group Exercise	38,900	38,900	29,279	127,000	88,100	226.5
Z143 Mind & Body	9,700	9,700	5,454	9,700		
Z144 F & L Leisure	16,700	15,300	15,134	15,900	600	3.9
Z145 Camps	26,400	39,300	46,645	39,900	600	1.5
Z161 Personal Training	13,500	5,200	1,912	2,700	(2,500)	(48.1)
Z164 F & L Fitness	11,000	9,900	15,203	700	(9,200)	(92.9)
Z165 Training & Cycle Zone	60,800	22,000	20,540	23,600	1,600	7.3
* Fitness & Leisure	726,100	553,900	490,017	549,600	(4,300)	(0.8)
Z116 Aquatics Operations	349,200	26,300	22,485	26,300		
Z123 Stad. Aquatics General	230,600	230,100	190,855	156,400	(73,700)	(32.0)
Z124 Lifeguards						
Z182 Aqua Fit & Leisure	38,100	39,800	33,888	39,200	(600)	(1.5)
Z184 Leadership	23,200	19,500	6,912	18,500	(1,000)	(5.1)
Z185 First Aid & Sp Prgms	13,200	13,500	9,871	14,600	1,100	8.1
Z186 Learn to Swim	153,100	157,500	132,986	157,500		
* Aquatics	807,400	486,700	396,997	412,500	(74,200)	(15.2)
Z101 Curling Centre	49,400	8,900	13,746	8,900		
Z102 Commercial	208,900	43,400	39,901	43,400		
** Sackville Sports Stadium	3,845,600	3,769,900	3,475,299	3,735,200	(34,700)	(0.9)
C220 Riverlake Com. Ctr.	5,300	5,300	6,052	5,300		
C230 Waverly Com. Centre	28,500	27,700	18,031	27,700		
C250 BLT Rec. Advis. Comm	7,700	7,700	7,700	7,700		
C260 Lockview Ratepayers	6,900	6,900	6,891	6,900		
C270 Lucasville Comm. Ctr	8,700	8,400	7,118	8,400		
C290 Upper Sack. Com. Ctr			26,559			
** Area Services	57,100	56,000	72,352	56,000		
*** Recreation Programming	14,073,000	14,513,400	13,848,327	15,028,900	515,499	3.6
**** Recreation Programming	15,654,800	16,132,700	15,340,096	16,655,700	522,999	3.2
C106 Prospect Rd Rec Ctr	255,100	264,000	263,179	213,100	(50,900)	(19.3)
C110 East Preston Rec Ctr	32,300	33,400	33,408	33,400		
C113 Bedford Hamm P C/Ctr	518,800	559,700	557,040		(559,700)	(100.0)
C125 Beaver Bank Rec Centre	216,700	222,400	222,359	354,900	132,500	59.6
C150 Up. Hammonds Plains	38,100	38,100	37,998	34,100	(4,000)	(10.5)
C155 Harrietsfield Rec Ct	30,800	32,000	31,859	32,000		
C165 Dutch Settlement	11,600	12,100	12,082	12,100		
C175 Hubbards Rec. Centre	41,700	42,600	42,435	42,600		
C194 Gordon Snow Comm Ctr	876,700			393,500	393,500	
C199 St. Marg Bay Ctr	296,000	307,700	306,894	221,800	(85,900)	(27.9)
C215 lake Shore Com Ctr	295,800	306,900	306,467		(306,900)	(100.0)
**** Mun. Rec. Facil-General Rate	2,613,600	1,818,900	1,813,722	1,337,500	(481,400)	(26.5)

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
C412 LKD2011 CWG Proj Off			(47)			
C470 LKD Cda Games 2011			75			
W190 Locked West Artificial			213			
D220 LKDNorthcliffe Aquat			2,807			
D340 LKDFall River R Ctr.	2,700					
C730 Locked Cultural Affairs			136			
**** Locked	2,700		3,183			
**** Total	36,640,300	38,910,900	35,092,384	38,799,500	(111,401)	(0.3)

Parks & Recreation Summary of Gross Revenue

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
R851 Horticulture East			(22,498)			
W180 Playgrounds East			(563)			
W181 Sports/Play - Admin						
W182 Sportsfields East	(100,700)	(100,700)	(131,385)	(130,000)	(29,300)	29.1
W183 Playgrounds Central			(4,000)			
W185 Sportsfields - Central	(20,000)	(20,000)	(59,821)	(60,000)	(40,000)	200.0
W187 East Artificial	(315,000)	(315,000)	(328,910)	(350,000)	(35,000)	11.1
W191 Cntrcts-Grass/Hort E	(51,000)	(51,000)	(140,231)	(140,000)	(89,000)	174.5
*** Parks East	(486,700)	(486,700)	(687,408)	(680,000)	(193,300)	39.7
R831 Parks/Open - Admin			(1,630)			
R850 Horticulture West			(2,661)			
R855 Parks Cemeteries	(320,300)	(320,300)	(253,806)	(290,300)	30,000	(9.4)
R860 Major Parks West			(3,163)			
W184 Playgrounds West			(24,583)			
W186 Sportsfields West	(100,700)	(100,700)	(177,814)	(179,000)	(78,300)	77.8
*** Parks West	(421,000)	(421,000)	(463,657)	(469,300)	(48,300)	11.5
**** Parks Operations	(907,700)	(907,700)	(1,151,065)	(1,149,300)	(241,600)	26.6
C705 Community Partnerships	(81,500)	(81,500)	(52,724)	(101,500)	(20,000)	24.5
C760 Culture & Events	(325,000)	(537,400)	(588,863)	(537,400)		
D710 Program Support Svcs	(10,000)	(15,000)	(4,321)	(15,000)		
D911 Administration Services	(37,000)	(42,300)	(43,686)	(42,300)		
*** Program Support Operations	(453,500)	(676,200)	(689,594)	(696,200)	(20,000)	3.0
C706 BMO Centre	(2,166,000)	(2,312,000)	(2,491,377)	(2,323,900)	(11,900)	0.5
C910 Facility Transfers	(150,000)	(150,000)	(162,037)	(150,000)		
*** Program Support Facilities	(2,316,000)	(2,462,000)	(2,653,414)	(2,473,900)	(11,900)	0.5
D960 Devonshire Arena	(232,000)	(230,300)	(211,051)	(223,200)	7,100	(3.1)
D970 Le Brun Centre	(271,400)	(269,900)	(281,410)	(292,700)	(22,800)	8.4
D980 Gray Arena	(325,300)	(325,300)	(289,255)	(308,300)	17,000	(5.2)
D985 Bowles Arena	(320,900)	(320,200)	(305,086)	(321,600)	(1,400)	0.4
*** Arenas	(1,149,600)	(1,145,700)	(1,086,801)	(1,145,800)	(100)	0.0
**** Program Support Services	(3,919,100)	(4,283,900)	(4,429,810)	(4,315,900)	(32,000)	0.7
S210 Operation's Adm	(15,000)	(15,000)	(11,412)	(15,000)		
** Operations	(15,000)	(15,000)	(11,412)	(15,000)		
S241 Paper Recycling	(48,000)	(48,000)	(38,115)	(48,000)		
S242 Enviro Depot	(435,000)	(435,000)	(384,454)	(435,000)		
S243 By Law Remedies	(24,000)	(24,000)	(11,618)	(15,000)	9,000	(37.5)
S244 Organic Carts						
S245 Commercial Depot	(115,000)	(115,000)	(112,266)	(115,000)		
** Initiatives	(622,000)	(622,000)	(546,453)	(613,000)	9,000	(1.4)
*** Youth Live	(637,000)	(637,000)	(557,865)	(628,000)	9,000	(1.4)
C762 Youth Advocate Program						
C763 Souls Strong Project		(191,400)	(242,475)	(248,200)	(56,800)	29.7
D101 Rec. Prog. Admin.			(2,164)			
** Recreation Services		(191,400)	(244,639)	(248,200)	(56,800)	29.7
D160 SMBC Prog. & Maint.	(101,200)	(101,200)	(98,607)	(104,200)	(3,000)	3.0
D170 CWSCC Prog. & Maint.	(15,500)	(15,500)	(17,040)	(17,500)	(2,000)	12.9
D175 Capt. Will Spry Aqua	(400,500)	(400,500)	(446,103)	(432,500)	(32,000)	8.0
D176 CWSCC Fitness Ctr	(65,500)	(65,500)	(78,978)	(69,500)	(4,000)	6.1
D180 Herring Cv. AreaProg	(68,800)	(68,800)	(79,872)	(70,400)	(1,600)	2.3
D320 Bedford Outdoor Pool	(81,000)	(81,000)	(86,444)	(87,000)	(6,000)	7.4
D540 Beaches/Common Pool	(11,000)	(11,000)	(25,332)	(11,000)		
D570 Needham Aquatics	(82,500)	(90,500)	(77,141)	(96,500)	(6,000)	6.6
* Aquatic/Leisure/ActiveLiving/	(826,000)	(834,000)	(909,517)	(888,600)	(54,600)	6.5

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
C471 Emera Oval	(30,000)	(30,000)	(55,324)	(43,000)	(13,000)	43.3
** Aquatics & Oval	(856,000)	(864,000)	(964,840)	(931,600)	(67,600)	7.8
D755 Youth Programming	(69,600)	(69,600)	(58,200)	(69,600)		
** Outdoor Recreation	(69,600)	(69,600)	(58,200)	(69,600)		
D155 Area Prog. & Maint.	(240,700)	(244,000)	(226,903)	(242,700)	1,300	(0.5)
D210 Area Prog. & Maint.	(147,300)	(153,800)	(116,211)	(113,800)	40,000	(26.0)
D580 St Andrews Prog&Main	(131,300)	(135,300)	(157,008)	(144,500)	(9,200)	6.8
* Mainland N & Western	(519,300)	(533,100)	(500,122)	(501,000)	32,100	(6.0)
D310 BSFR Prog. & Maint.	(464,500)	(445,100)	(404,832)	(445,100)		
D330 Mid. Musq. Program	(12,400)	(12,400)	(25,701)	(12,400)		
D350 Bdfd/Hmdplns CommCtr		(118,900)	(176,483)	(180,000)	(61,100)	51.4
* Bedford/Sack/Fall River	(476,900)	(576,400)	(607,016)	(637,500)	(61,100)	10.6
D410 Musq Harbour Program	(65,100)	(64,600)	(60,162)	(64,100)	500	(0.8)
D420 MH Office & FitnessCtr	(33,000)	(32,500)	(30,565)	(33,000)	(500)	1.5
D430 Sheet Hbr. Prog.	(20,600)	(24,100)	(23,500)	(22,900)	1,200	(5.0)
D440 Sheet Hbr. Fitness Ctr	(10,600)	(9,300)	(9,075)	(9,300)		
D620 Pres/LkEcho/LT Prog	(16,800)	(8,300)	(10,115)	(9,200)	(900)	10.8
D630 Cole Harbour Program	(119,100)	(123,600)	(122,548)	(125,000)	(1,400)	1.1
D172 NPCC Prog. & Maint	(55,000)	(50,100)	(59,939)	(49,600)	500	(1.0)
* Cole Hb/E Shore & Valley	(320,200)	(312,500)	(315,904)	(313,100)	(600)	0.2
D510 Area Prog. & Maint.	(107,000)	(102,500)	(132,426)	(126,300)	(23,800)	23.2
D550 Dixon Program	(107,500)	(107,500)	(129,688)	(125,000)	(17,500)	16.3
D585 BloomfieldProg& Main	(68,900)	(20,200)	(29,490)	(20,200)		
D590 Citadel Prog & Maint.	(184,900)	(184,900)	(232,155)	(210,000)	(25,100)	13.6
* Peninsula	(468,300)	(415,100)	(523,759)	(481,500)	(66,400)	16.0
D810 Area Prog. & Maint.	(377,300)	(389,800)	(369,039)	(400,900)	(11,100)	2.8
D815 Dart North Com Ctr	(40,900)	(42,900)	(45,432)	(42,900)		
D840 Grant Activities	(14,800)	(35,700)	(94,942)	(18,100)	17,600	(49.3)
* Dartmouth/Eastern Passage	(433,000)	(468,400)	(509,413)	(461,900)	6,500	(1.4)
** Progr & Community Dev	(2,217,700)	(2,305,500)	(2,456,213)	(2,395,000)	(89,500)	3.9
Z121 Stadium Other	(104,000)	(89,300)	(90,109)	(88,000)	1,300	(1.5)
* Stadium Overall	(104,000)	(89,300)	(90,109)	(88,000)	1,300	(1.5)
Z141 Arena	(626,800)	(600,000)	(556,552)	(576,400)	23,600	(3.9)
* Arena	(626,800)	(600,000)	(556,552)	(576,400)	23,600	(3.9)
Z118 Fitness Centre General	(775,000)	(755,000)	(733,633)	(755,500)	(500)	0.1
Z142 Group Exercise	(12,500)	(9,500)	(7,154)	(8,000)	1,500	(15.8)
Z143 Mind & Body	(13,900)	(10,000)	(6,060)	(7,000)	3,000	(30.0)
Z144 F & L Leisure	(42,700)	(46,500)	(33,128)	(36,900)	9,600	(20.6)
Z145 Camps	(62,600)	(98,700)	(104,100)	(105,000)	(6,300)	6.4
Z161 Personal Training	(20,000)	(7,000)	(3,245)	(3,500)	3,500	(50.0)
Z164 F & L Fitness	(22,200)	(22,200)	(25,549)	(11,000)	11,200	(50.5)
Z165 Training & Cycle Zone	(126,000)	(40,000)	(14,151)	(19,000)	21,000	(52.5)
* Fitness & Leisure	(1,074,900)	(988,900)	(927,020)	(945,900)	43,000	(4.3)
Z123 Stad. Aquatics General	(254,200)	(244,200)	(227,010)	(244,200)		
Z182 Aqua Fit & Leisure	(40,900)	(40,900)	(28,744)	(32,000)	8,900	(21.8)
Z184 Leadership	(35,000)	(30,000)	(18,201)	(20,000)	10,000	(33.3)
Z185 First Aid & Sp Prgms	(23,700)	(23,700)	(11,657)	(15,000)	8,700	(36.7)
Z186 Learn to Swim	(525,800)	(525,800)	(474,114)	(460,000)	65,800	(12.5)
* Aquatics	(879,600)	(864,600)	(759,727)	(771,200)	93,400	(10.8)
Z101 Curling Centre	(124,200)	(104,200)	(87,512)	(87,500)	16,700	(16.0)
Z102 Commercial	(386,100)	(355,900)	(364,523)	(338,100)	17,800	(5.0)
** Sackville Sports Stadium	(3,195,600)	(3,002,900)	(2,785,442)	(2,807,100)	195,800	(6.5)
C220 Riverlake Com. Ctr.			(800)			
C230 Waverly Com. Centre	(5,400)	(5,400)		(5,400)		
C290 Upper Sack. Com. Ctr			(26,559)			
** Area Services	(5,400)	(5,400)	(27,359)	(5,400)		

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
*** Recreation Programming	(6,344,300)	(6,438,800)	(6,536,693)	(6,456,900)	(18,100)	0.3
**** Recreation Programming	(6,981,300)	(7,075,800)	(7,094,558)	(7,084,900)	(9,100)	0.1
C106 Prospect Rd Rec Ctr	(255,100)	(264,000)	(263,179)		264,000	(100.0)
C110 East Preston Rec Ctr	(32,300)	(33,400)	(33,408)		33,400	(100.0)
C113 Bedford Hamm P C/Ctr	(518,800)	(559,700)	(557,040)		559,700	(100.0)
C125 Beaver Bank Rec Centre	(216,700)	(222,400)	(222,359)		222,400	(100.0)
C150 Up. Hammonds Plains	(38,100)	(38,100)	(37,998)		38,100	(100.0)
C155 Harrietsfield Rec Ct	(30,800)	(32,000)	(31,859)		32,000	(100.0)
C165 Dutch Settlement	(11,600)	(12,100)	(12,082)		12,100	(100.0)
C175 Hubbards Rec. Centre	(41,700)	(42,600)	(42,435)		42,600	(100.0)
C194 Gordon Snow Comm Ctr	(876,700)					
C199 St. Marg Bay Ctr	(296,000)	(307,700)	(306,894)		307,700	(100.0)
C215 lake Shore Com Ctr	(295,800)	(306,900)	(306,467)		306,900	(100.0)
**** Mun. Rec. Facil-General Rate	(2,613,600)	(1,818,900)	(1,813,722)		1,818,900	(100.0)
D820 LKD Findlay Maint			4			
D520 LKD Dixon Maint			(1,092)			
D270 Locked Lakeside Maint.			(7,168)			
**** Locked			(8,256)			
***** Total	(14,421,700)	(14,086,300)	(14,497,411)	(12,550,100)	1,536,200	(10.9)

Parks & Recreation Summary Details

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	13,130,500	15,978,200	14,185,716	15,919,700	(58,500)	(0.4)
6002 Salaries - Overtime	198,500	201,400	1,034,933	190,800	(10,600)	(5.3)
6003 Wages - Regular			4,451,586			
6004 Wages - Overtime			2,912			
6005 PDP & Union Con Incr			(648,896)			
6051 Shift Agreements			7,083			
6052 Shift Differentials	6,400	6,400		6,400		
6054 Vacation payout			11,169			
6099 Other Allowances			3,356			
6100 Benefits - Salaries	2,341,500	3,186,200	2,867,441	3,062,200	(124,000)	(3.9)
6101 Benefits - Wages			289,909			
6110 Vacancy Management	(150,800)	(591,000)		(840,600)	(249,600)	42.2
6150 Honorariums	8,500	12,400	6,898	12,100	(300)	(2.4)
6151 Vehicle Allowance	2,800					
6152 Retirement Incentives	75,500	95,100	79,359	89,500	(5,600)	(5.9)
6153 Severance						
6154 Workers' Compensation	203,100	234,800	323,573	236,300	1,500	0.6
6155 Overtime Meals	500	500	42,425	500		
6156 Clothing Allowance						
6157 stipends	313,200	319,500	304,519	319,500		
6158 WCB Recov Earnings			(3,622)			
6199 Comp & Ben InterDept	(56,200)	5,900	(784,330)	(450,300)	(456,200)	(7,732.2)
9200 HR CATS Wage/Ben	4,170,100	4,436,300	(863,497)	4,699,900	263,599	5.9
9210 HR CATS OT Wage/Ben			(1,208,691)			
* Compensation and Benefits	20,243,600	23,885,700	20,101,842	23,246,000	(639,701)	(2.7)
6201 Telephone	198,800	82,800	59,870	55,800	(27,000)	(32.6)
6202 Courier/Postage	70,700	67,200	55,470	66,000	(1,200)	(1.8)
6203 Office Furn/Equip	52,800	50,700	35,388	54,200	3,500	6.9
6204 Computer S/W & Lic	13,300	11,900	13,625	11,600	(300)	(2.5)
6205 Printing & Reprod	65,250	58,500	36,191	48,500	(10,000)	(17.1)
6207 Office Supplies	124,400	104,500	93,547	106,700	2,200	2.1
6299 Other Office Expenses	220,100	217,100	89,525	215,700	(1,400)	(0.6)
* Office	745,350	592,700	383,616	558,500	(34,200)	(5.8)
6301 Professional Fees	5,700	5,300	4,557	5,300		
6302 Legal Fees						
6303 Consulting Fees	18,200	12,500	25,817	21,500	9,000	72.0
6304 Janitorial Services	294,500	287,200	439,170	442,800	155,600	54.2
6305 Property Appraisal	8,500					
6308 Snow Removal	53,600	48,900	59,209	49,000	100	0.2
6310 Outside Personnel	439,900	161,300	202,262	155,500	(5,800)	(3.6)
6311 Security	85,600	84,400	84,361	82,500	(1,900)	(2.3)
6312 Refuse Collection	32,500	31,800	48,583	38,800	7,000	22.0
6390 Ext Svc Transfer						
6399 Contract Services	1,863,500	1,975,500	2,231,081	4,354,300	2,378,800	120.4
* External Services	2,802,000	2,606,900	3,095,040	5,149,700	2,542,800	97.5

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6401 Uniforms & Clothing	106,200	87,700	101,097	93,200	5,500	6.3
6402 Med & First Aid Supp	9,700	9,300	11,453	13,600	4,300	46.2
6403 Patrol Equip Supplies			(3,551)			
6404 Rec Prog Supplies	359,200	350,100	347,472	354,300	4,200	1.2
6405 Photo Supp & Equip	2,700	1,500	765	1,500		
6406 Bridge Tolls	5,200	4,700	1,910	4,600	(100)	(2.1)
6407 Clean/Sani Supplies	88,500	82,900	73,771	80,800	(2,100)	(2.5)
6409 Personal Protect Equ	6,200	6,000	8,313	6,900	900	15.0
6499 Other Supplies	17,200	15,700	32,412	23,100	7,400	47.1
* Supplies	594,900	557,900	573,643	578,000	20,100	3.6
6501 Asphalt			251			
6502 Chemicals	22,400	21,600	19,337	21,600		
6503 Fertilizer	50,500	24,900	5,532	24,200	(700)	(2.8)
6504 Hardware	62,300	44,900	54,583	41,600	(3,300)	(7.3)
6505 Lubricants	2,100	3,000	2,329	3,000		
6506 Lumber	28,500	31,000	56,534	32,500	1,500	4.8
6507 Propane	65,800	65,800	61,015	65,800		
6508 Ready Mix Concrete	4,200	4,200	842	4,200		
6510 Road Oils	100	100	59		(100)	(100.0)
6511 Salt	2,000	2,000	194	2,000		
6512 Sand	32,700	29,200	17,731	29,200		
6513 Seeds & Plants	58,300	58,800	51,746	54,100	(4,700)	(8.0)
6514 Sods	33,000	15,000	10,587	13,500	(1,500)	(10.0)
6515 Stone and Gravel	67,000	56,800	65,201	56,800		
6516 Topsoil	75,600	100,300	27,263	80,400	(19,900)	(19.8)
6517 Paint	62,900	71,800	88,321	71,800		
6518 Metal	5,700	6,000		6,000		
6519 Welding Supplies	3,000	500	642	500		
6520 Salt-Sand Mix	600	600		600		
6590 Materials Transfer						
6599 Other Materials	31,300	28,000	3,698	26,500	(1,500)	(5.4)
* Materials	608,000	564,500	465,865	534,300	(30,200)	(5.3)
6602 Electrical	63,500	63,500	113,752	64,400	900	1.4
6603 Grnds & Landscaping	1,891,600	1,780,100	1,468,698	91,600	(1,688,500)	(94.9)
6604 Bus Gates/Shltr-R&M			361			
6605 Municipal Taxes	43,400	43,400	48,747	43,400		
6606 Heating Fuel	260,800	264,200	227,742	264,200		
6607 Electricity	1,134,000	1,135,900	1,180,927	1,120,400	(15,500)	(1.4)
6608 Water	153,300	141,300	172,558	145,900	4,600	3.3
6609 Elevator & Escalator			198			
6610 Building - Exterior	8,400	8,400	5,310	6,600	(1,800)	(21.4)
6611 Building - Interior	77,100	74,800	83,485	77,300	2,500	3.3
6612 Safety Systems	300	300	92	300		
6613 Overhead Doors			1,564			
6614 Envir Assess/Cleanup	1,100	1,100	1,322	1,100		
6617 Pest Management	5,200	35,300	16,424	5,300	(30,000)	(85.0)
6699 Other Building Cost	162,300	325,700	209,240	236,300	(89,400)	(27.4)
* Building Costs	3,801,000	3,874,000	3,530,422	2,056,800	(1,817,200)	(46.9)

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6701 Equipment Purchase	392,800	386,200	333,227	333,700	(52,500)	(13.6)
6702 Small Tools	28,200	26,500	34,061	26,700	200	0.8
6703 Computer Equip/Rent	2,700	2,200		2,200		
6704 Equipment Rental	101,100	94,700	40,577	84,600	(10,100)	(10.7)
6705 Equip - R&M	47,800	34,800	44,127	40,800	6,000	17.2
6706 Computer R&M	5,300	1,100	1,147	1,100		
6707 Plumbing & Heating	12,100	11,800	2,979	11,800		
6708 Mechanical Equipment	4,600	4,600	944	4,600		
6711 Communication System	27,200	26,700	22,218	26,500	(200)	(0.7)
6790 Equipment Transfer						
* Equipment & Communications	621,800	588,600	479,279	532,000	(56,600)	(9.6)
6802 Vehicle R&M	14,400	2,400	2,529	2,000	(400)	(16.7)
6803 Vehicle Fuel - Diesel	2,300	2,200	1,124	2,200		
6804 Vehicle Fuel - Gas	9,100	6,400	6,612	6,400		
6805 Tires and Tubes	500	500		500		
6806 Vehicle Rentals	12,400	12,400	994	5,000	(7,400)	(59.7)
6807 Vehicle Leases	16,200					
6899 Other Vehicle Expense	1,100		1,462			
* Vehicle Expense	56,000	23,900	12,719	16,100	(7,800)	(32.6)
6901 Membership Dues	17,100	17,200	20,433	17,900	700	4.1
6902 Conferences/Workshop	18,150	17,150	5,317	18,100	950	5.5
6903 Travel - Local	191,400	193,500	166,492	205,900	12,400	6.4
6904 Travel - Out of Town	15,300	14,700	17,884	18,300	3,600	24.5
6905 Training & Education	48,850	47,950	32,204	58,800	10,850	22.6
6906 Licenses & Agreements	68,700	16,200	18,982	23,200	7,000	43.2
6908 Medical Examinations	2,900	2,900	3,831	2,900		
6909 Cost of Sales	282,800	282,800	283,861	282,800		
6910 Signage	24,900	23,400	7,572	24,300	900	3.8
6911 Facilities Rental	373,400	363,400	287,161	354,900	(8,500)	(2.3)
6912 Advertising/Promotio	92,750	81,350	60,329	84,800	3,450	4.2
6913 Awards	51,650	39,600	38,595	45,600	6,000	15.2
6915 Research Data Acquis	2,000		22,411			
6916 Public Education	43,000	38,000	29,391	34,000	(4,000)	(10.5)
6917 Books and Periodicals	2,600	1,800	1,017	2,300	500	27.8
6918 Meals	3,300	4,400	5,015	4,400		
6919 Special Projects	586,400	423,900	243,220	326,300	(97,600)	(23.0)
6928 Committee Expenses	300	300		300		
6929 Procurement Card Clg			202			
6933 Community Events	884,400	831,400	843,182	831,400		
6938 Rewarding Excellence	23,050	14,250	10,090	14,700	450	3.2
6940 Fencing	91,400	91,700	92,103	127,900	36,200	39.5
6941 Playground Equipment	39,900	33,400	31,635	30,900	(2,500)	(7.5)
6942 Management Fees	357,000	367,400	371,441	359,300	(8,100)	(2.2)
6990 Gds & Svcs Trsf						
6999 Other Goods/Services	11,500	19,100	183,128	21,700	2,600	13.6
* Other Goods & Services	3,232,750	2,925,800	2,775,495	2,890,700	(35,100)	(1.2)

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
7007 ItnTrsf Paper Recyc						
7009 Internal Trfr Other	(20,000)	(83,200)	(811,407)	(83,200)		
7010 IntTrfr Insur Funds			(1,950)			
7011 Int Trf Record Check			22,230			
7012 Int Trf Print/Reprod			4,918			
7013 Int Trf Extra Duty		212,400	167,329	212,400		
7015 Int Trf FacilityRent			67,448			
7099 Interdept Chargeback						
9900 Rev/Exp.Vehicle Rent	1,000	1,000	344,618	0	(1,000)	(100.0)
9910 PM Shop Expenses			75			
9911 PM Labour-Reg			4,146			
9972 Truck Stock Chargebk			117,239			
* Interdepartmental	(19,000)	130,200	(85,355)	129,200	(1,000)	(0.8)
8011 Interest on Debentur	447,600	426,900	420,626	384,400	(42,500)	(10.0)
8012 Principal on Debentu	848,600	965,300	965,314	995,100	29,800	3.1
* Debt Service	1,296,200	1,392,200	1,385,940	1,379,500	(12,700)	(0.9)
8001 Transf Outside Agenc	1,518,500	1,582,200	1,213,993	1,255,800	(326,400)	(20.6)
8003 Insurance Pol/Prem	60,500	6,000	9,977	9,000	3,000	50.0
8004 Grants	1,697,865	1,697,865	1,944,694	3,521,643	1,823,778	107.4
8008 Transf to/fr Reserve	(2,823,500)	(3,050,600)	(1,532,486)	(3,057,743)	(7,143)	0.2
8015 Debenture Discount						
8017 Bank Charges	46,900		119			
8022 Transf to/fr Trust			(70,855)			
8024 Transf to/fr Capital	518,800	559,700	1,163,507		(559,700)	(100.0)
8034 Approp for Forecast	1,406,535	1,633,635			(1,633,635)	(100.0)
9000 Prior Yr. Sur/Def	232,100	(660,300)	(3,115)		660,300	(100.0)
9001 Current Yr. Sur/Def			(351,957)			
* Other Fiscal	2,657,700	1,768,500	2,373,877	1,728,700	(39,800)	(2.3)
** Total	36,640,300	38,910,900	35,092,384	38,799,500	(111,401)	(0.3)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
4201 Area Rate Residential	(2,281,600)	(1,521,600)	(1,518,392)		1,521,600	(100.0)
4202 Area Rate Commercial	(130,200)	(100,400)	(98,846)		100,400	(100.0)
4206 Area Rate Resource	(28,700)	(20,300)	(19,884)		20,300	(100.0)
* Area Rate Revenue	(2,440,500)	(1,642,300)	(1,637,122)		1,642,300	(100.0)
5101 Parking Rentals	(167,000)	(154,600)	(168,642)	(154,600)		
5102 Facilities Rentals	(1,286,200)	(1,306,400)	(1,488,690)	(1,558,100)	(251,700)	19.3
5150 Other Rental Revenue	(43,500)	(10,000)	(38,873)	(38,600)	(28,600)	286.0
5151 Lease Revenue	(492,900)	(470,700)	(511,198)	(465,100)	5,600	(1.2)
5201 Fare Revenue			206			
5204 Administration Fees	(15,200)	(17,500)	(18,804)	(17,500)		
5207 Arts & Crafts Revenue	(76,600)	(82,500)	(89,597)	(99,500)	(17,000)	20.6
5208 Dance & Drama Revenue	(99,300)	(106,100)	(86,660)	(109,200)	(3,100)	2.9
5209 Comm. Events Rev.	(320,900)	(530,800)	(579,744)	(530,800)		
5210 Sport & Fitness Rev.	(820,400)	(758,000)	(699,921)	(727,800)	30,200	(4.0)
5211 Program Facil. Rev.	(89,600)	(87,000)	(66,875)	(80,000)	7,000	(8.0)
5212 Leisure Skills Rev.	(262,300)	(276,300)	(248,570)	(261,100)	15,200	(5.5)
5213 Play. & Camp Rev.	(568,400)	(651,800)	(685,835)	(708,900)	(57,100)	8.8
5214 Wellness Revenue	(12,500)	(12,500)	(16,550)	(15,500)	(3,000)	24.0
5215 Aquat.Rev.-Instuct.	(1,006,300)	(1,001,300)	(949,611)	(937,000)	64,300	(6.4)
5216 Aquat.Rev.-Recreat.	(179,900)	(173,100)	(162,179)	(179,500)	(6,400)	3.7
5218 Hockey Revenue			(8,115)			
5219 Ice Rentals	(3,631,700)	(3,670,000)	(3,606,602)	(3,681,400)	(11,400)	0.3
5220 Public Skates	(29,800)	(25,000)	(17,820)	(25,000)		
5228 Membership Revenue	(936,400)	(919,800)	(901,773)	(929,800)	(10,000)	1.1
5235 GRS Drop In Program	(29,300)	(13,100)		(13,100)		

Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
5250 Sales of Svcs-Other	(379,800)	(379,800)	(287,741)	(348,300)	31,500	(8.3)
5402 Sale of Bottles	(85,000)	(85,000)	(66,395)	(85,000)		
5403 Sale-Other Recycle	(465,000)	(465,000)	(430,326)	(465,000)		
5404 Canteen Revenue	(2,600)	(5,100)	(188,924)	(5,100)		
5450 Other Sales Revenue	(43,800)	(26,400)	(14,180)	(14,600)	11,800	(44.7)
* Fee Revenues	(11,044,400)	(11,227,800)	(11,333,418)	(11,450,500)	(222,700)	2.0
5501 Fundraising	(5,400)	(5,400)		(5,400)		
5503 Advertising Revenue	(159,300)	(157,300)	(175,961)	(151,900)	5,400	(3.4)
5507 Over and Short						
5508 Recov External Parti	(276,300)	(517,500)	(894,487)	(661,300)	(143,800)	27.8
5509 NSF Chq Fee	(8,400)	(8,400)	(9,005)	(8,400)		
5600 Miscellaneous Revenue	(314,300)	(351,000)	(268,091)	(272,600)	78,400	(22.3)
5803 Transfer General Rat	(5,500)	(4,500)	(4,500)		4,500	(100.0)
5804 Transfer - Urban Rate	(167,600)	(172,100)	(174,826)		172,100	(100.0)
* Other Revenue	(936,800)	(1,216,200)	(1,526,871)	(1,099,600)	116,600	(9.6)
** Total	(14,421,700)	(14,086,300)	(14,497,411)	(12,550,100)	1,536,200	(10.9)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	22,218,600	24,824,600	20,594,973	26,249,400	1,424,799	5.7

Planning & Development

2015/16 Budget and Business Plan

Mission:

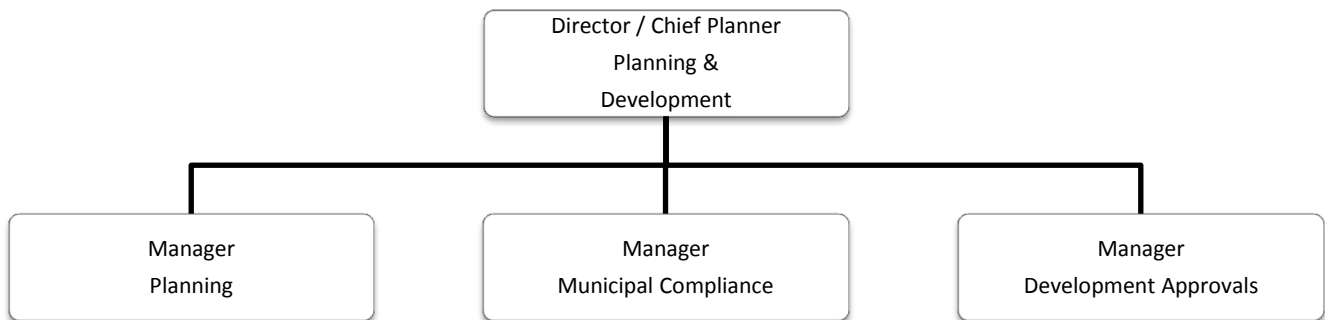
Planning & Development is dedicated to providing service excellence in regional planning, property development and municipal compliance programs through an “open for business” culture.

Planning & Development Overview

Planning & Development delivers services designed to build a municipality with a healthy, vibrant and sustainable future. Planning & Development is responsible for overall land use, regional planning, community, and transportation planning; management of development and construction activity in Halifax; and enforcement of HRM bylaws.

Planning & Development guides HRM’s growth policy and medium and long-term planning in both the regional and urban core areas. The Energy and Environment division plays a key role in creating healthier, sustainable, and efficient options for all planning policies and projects.

Planning & Development Org Chart



Funded Full Time Equivalents (FTEs)

	2014/15 Approved (Apr 1/13)	2015/16 Proposed Change (+/-)	2015/16 Approved Total FTE's
Funded FTEs Includes full & part-time permanent positions	189.5	-2.0	187.5
Term and Seasonal	5.1	0.6	5.7
Total FTE's	194.6	-1.4	193.2

Planning & Development Operating Budget Overview

Planning & Development Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	13,710,400	13,616,700	12,835,598	13,934,100	317,400	2.3
* Office	397,350	280,300	179,498	230,100	(50,200)	(17.9)
* External Services	1,787,200	2,047,400	2,216,354	4,028,900	1,981,500	96.8
* Supplies	34,000	34,750	27,083	30,200	(4,550)	(13.1)
* Materials		100	341	100		
* Building Costs	129,800	90,800	57,004	50,000	(40,800)	(44.9)
* Equipment & Communications	192,600	99,950	46,409	325,800	225,850	226.0
* Vehicle Expense	2,000	3,500	1,366	5,700	2,200	62.9
* Other Goods & Services	348,250	302,100	252,514	667,400	365,300	120.9
* Interdepartmental			8,739	400	400	
* Other Fiscal	129,700	179,700	105,277	(1,757,900)	(1,937,600)	(1,078.2)
** Total	16,731,300	16,655,300	15,730,183	17,514,800	859,500	5.2
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(13,042,700)	(12,249,000)	(12,540,958)	(12,445,000)	(196,000)	1.6
* Other Revenue	(152,000)	(156,500)	(475,383)	(198,000)	(41,500)	26.5
** Total	(13,194,700)	(12,405,500)	(13,016,341)	(12,643,000)	(237,500)	1.9
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	3,536,600	4,249,800	2,713,842	4,871,800	622,000	14.6

Planning & Development Budget Overview by Service Area

Planning and Development Service Area Budget Overview

Service Area	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var. %
Planning & Development Admin. Summary of Expense & Revenue Types		176,000	194,849	592,600	416,600	237
Development Approvals Summary of Expense & Revenue Types	5,310,700	5,124,300	4,879,671	5,206,800	82,500	2
Municipal Compliance Summary of Expense & Revenue Types	(4,822,400)	(4,058,100)	(4,936,611)	(4,191,100)	(133,000)	3
Planning Services Summary of Expense & Revenue Types	2,286,100	2,335,000	2,023,913	2,380,750	45,750	2
Energy & Environment Summary of Expense & Revenue Types	762,200	672,600	552,020	882,750	210,150	31
	3,536,600	4,249,800	2,713,842	4,871,800	622,000	

Planning & Development Key Metrics

Key Metrics and Drivers	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total Expenditure only	*	*	*	80.52	79.56
Expenditures only per Dwelling (191,579)	*	*	*	83.53	91.42

* No data - Planning & Development is a new business unit formed October 1, 2014.

Planning & Development Strategic Initiatives for 2015/16

Strategic Alignment	
P&D 1.01	Economic Development Theme - Focus on the Regional Centre
<p>Centre Plan</p> <p>The Urban Design Project Team is leading the development of a comprehensive Centre Plan that will help guide growth in the Regional Centre over the next 20 years.</p> <p>The council approved Regional Plan (RP+5) sets growth targets for the Regional Centre as well as a Vision Statement and Guiding Principles for the Centre Plan project. The Centre Plan is comprised of technical studies, work with communities and stakeholders throughout the Regional Centre, and policy and bylaw review that all leads to a new Centre Plan Municipal Planning Strategy & Land Use By-Law for the Regional Centre.</p>	
P&D 1.02	
<p>RP+5 Implementation</p> <p>P&D will coordinate the implementation of the approved changes from the 5 year review of the Regional Plan. The implementation will focus on:</p> <ul style="list-style-type: none"> (a) Initiating a prioritized community planning program and community planning processes; (b) Completion of Phase 1 of the priority plans: Culture & Heritage, Road Network, Greenbelting & Public Open Space. (c) Implementing the Greater Halifax - 2011 to 2016 - Economic Strategy for directing economic programs and initiatives 	
P&D 1.03	Healthy Communities Theme - Energy and Environment
<p>Environmental Protection and Growth Management</p> <ul style="list-style-type: none"> (a) Implement the Community Energy Plan. (b) Integrate adaptations and mitigation measures for Climate Change. (c) Implement the Corporate Contaminated Sites Policy to mitigate municipal risk from environmental oil spills and exposures. (d) Implement revised policies and By-laws for wastewater and stormwater services. (e) Carry out growth studies in conjunction with Halifax Water to understand the impacts of location, form and density on the cost of development including Brownfield Opportunity sites. (f) Implement Area based development charges as needed in the detailed plan areas including Port Wallace under the CCC program. 	

P&D 1.04	Transportation Theme - Integrated Mobility
<p>Transportation Planning</p> <p>Transportation Planning will measure and project demand for regional mobility and identify the projects and programs that will meet those demands in a sustainable manner. Priority Plans for Active Transportation, Transportation Demand Management, Road Network and Parking have been developed and will provide guidance. Transportation Planning will continue to work to provide evidence based development plans to support future transportation networks.</p>	
P&D 1.05	Continuous Improvement - Service Excellence
<p>Planning & Development Renewal</p> <p>Planning & Development will implement an organizational renewal plan in 2014, with the goals to:</p> <ul style="list-style-type: none"> (a) focus on community outcomes and deliver quality services for the benefit and satisfaction of the community; (b) review and consolidate the regulatory frameworks for its strategies and By-laws; (c) drive better recommendation to Council; (d) better connect organisational roles to results; (e) determine fiscally accountable ways to connect cost to services provided; and (f) strive to be better stewards of public trust. For 2015, the organization will implement the recommendations from the renewal plan. 	
P&D 1.06	Economic Development - Focus on the Regional Centre
<p>Parking Strategy</p> <p>While the Regional Plan encourages employment growth in the Regional Centre, it also strives to shift the increased demand in mobility towards transit and active transportation and away from single-occupant vehicle trips. The management of parking is an integral component to the overall mobility framework. The Regional Centre has many high generators of parking demand (downtowns, universities and hospitals) but limited opportunity for high volume off-street parking. This puts pressure on streets to accommodate parking and creates conflicts with the needs of residential neighbourhoods. A Parking Strategy Roadmap will be developed and look at such things as use of technology in parking delivery, governance, supply and demand.</p>	

Summary of 2015/16 Planning & Development Changes

Cost Reduction Initiatives	Proposed 15/16 Savings
Reduced budget for office expenditures	\$57,200
Reduced budget for external services (i.e. consulting fees, contract services)	\$43,000
Reduced budget Building Costs	\$ 40,800
Reduced budget for equipment & communication	\$ 9,150
Reduced budget for supplies (i.e. uniforms, program supplies)	\$ 4,550
Efficiencies via vacancy Management	\$746,500
Total to offset Base Cost increase	\$901,200

New or Expanded Services Cost	Proposed 15/16 Costs
Rural Transit Program (MusGo/BayRiders)	\$100,000
Weed Control in Lakes Banook and MicMac	\$210,000
Total New or Expanded Services Cost	\$310,000

2015/16 Planning & Development Service Area Plans

Planning:

Planning provides planning services for the Regional and Community areas, Transportation, Urban Design Growth Analysis, Infrastructure Planning, and Parking; and management of the Municipality's energy and environmental initiatives;

Planning administrates the Regional Plan and Community Plans to ensure orderly, efficient, and sustainable settlement patterns, and to ensure appropriate investment of municipal resources in support of those settlement patterns. Planning is also the corporate lead for Regional Plan Review (RP+5) and Centre Plan processes.

The Energy and Environment group is the corporate lead on policy, performance measurement, project development, and issues management, as they relate to energy and the environment.

Services Delivered:

- Strategic Land Use Policy/Plan - Regional and Secondary Plan development outlining where and how future growth and development should take place in HRM including heritage preservation. This service includes Regional Plan Review (RP+5), Centre Plan Development and Community Plan Development.
- Priority Plans - On-going work to develop and implement Priorities Plans including Cultural and Heritage and Greenbelting and Public Open Space.
- Urban Design - Responsible for the Centre Plan project and the Downtown Halifax Plan, creating unified planning policy and bylaws for the Regional Centre that care for Land Use, Heritage, Streetscapes, and Urban Design. Provide advisory services on urban design issues through development of urban design policies for the city, peer review of significant projects, and input into development applications.
- Transportation Planning – Responsible for developing and managing Priority Plans related to the Road Network, Active Transportation and Transportation Demand Management. In 2015-16 public engagement will be used to refine the Road Network Priorities Plan for presentation to Regional Council. The approach approved in 2014 by Regional Council outlined in the Parking Roadmap will begin implementation.
- Affordable Housing – Support for the Housing and Homelessness Partnership.
- Sustainability Projects - Corporate - Development of projects related to environmental sustainability and maximizing energy efficiency of municipal buildings, infrastructure, and assets. This service includes

design, development, and recommendation of projects, application for grants, assessment of projects and concepts, management of energy and environment efficiency projects.

- Sustainability Projects - Community - Support the implementation of environmental and energy related projects for HRM as a community. This service includes response to community stakeholder requests and proposals and management of Council approved community sustainability projects.
- Energy and Environmental Advisory Services - Respond to inquiries, provide and coordinate subject matter expertise on energy and environmental issues. This service includes sustainability education and promotion, participation in UARB hearings, utility coordination, and oil spill management.
- Policy and Plan Development and Management - Development of policies informing corporate and community-related energy and environmental management. This service includes functional plan development and revision, policy development and administrative policy development.
- Performance Measurements - Measurement of corporate and community energy and environmental performance. This service includes Environmental Performance Measurement, oversight of beach water quality sampling, and coordination of collected data from watershed/water quality monitoring programs.

Planning Budget Overview

Planning & Development Admin. Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits		176,000	194,849	476,600	300,600	170.8
* Building Costs				25,000	25,000	
* Other Goods & Services				91,000	91,000	
** Total		176,000	194,849	592,600	416,600	236.7
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit		176,000	194,849	592,600	416,600	236.7

Planning Key Metrics

Key Service Area Metrics	2011	2012	2013	2014	25 year
	Actual	Actual	Actual	Actual	Target
Housing Starts: Regional Centre	17.4%	16.8%	18.2%	Not Available	25%
Housing Starts: Urban Communities	58.5%	59.5%	59.0%	Not Available	50%
Housing Starts: Rural	24.1%	23.6%	22.8%	Not Available	25%

**data is cumulative average since 2006*

2015/16 Planning Key Deliverables

Strategic Alignment	15/16 Deliverables
Economic Development - Arts, Culture & Heritage Initiatives	Regional Centre Plan - Schmidville and South Barrington Heritage Conservation Districts via the Heritage Advisory Committee.
	Culture & Heritage Priorities Plan - Complete Phase I with an inventory of cultural and heritage assets.

Strategic Alignment	15/16 Deliverables
Economic Development – Regional Centre and Rural Communities	Parking Strategy – Implementation of the Parking Strategy recommendations
	Deliver secondary planning strategies prioritized by Regional Council, including the baseline technical, environmental, infrastructure, and social studies required.
	Progress Regional Centre planning and policy projects including: Centre Plan, Schmidville and Barrington South Heritage Conservation Districts, Affordable Housing, Streetscaping, development approval, and engagement activities.
Healthy Communities – Energy & Environment	Continued corporate and community energy project development, management, and measurement.
	Development and implementation of Contaminated Sites Policy and Processes
	Development of stormwater management policy, regulations, and funding solutions
Governance & Communication - Policy Engagement	Regional Centre Plan – Engage public on a new municipal planning strategy
Transportation - Technology	Develop mechanisms to gather collision data from Province, to be integrated with GIS, and traffic volumes to track collisions by intersections.
	Transit priority measures are a pillar of Halifax Transit’s Moving Forward Together Plan and identified in Policy T-8 of the Regional Municipal Planning Strategy; On-street opportunities for transit priority measures will be evaluated and ranked for future implementation.
	Parking Strategy Technology Projects - Plan / Implement - The Parking Roadmap identified strategic technology related projects in a phased and sequenced manner. Projects identified for 2015/16 will be planned and delivered in coordination with a parking roadmap implementation plan.
Transportation - Integrated Mobility	Parking Governance Structure – recommended governance structure from the Parking Roadmap to be implemented
	Parking Roadmap 2015/16 Recommendations - Implement the Parking Roadmap recommendations identified for 2015/16, potentially including the development of an implementation plan, drafting of a parking policy, and the development of supply related performance metrics

Municipal Compliance:

Municipal Compliance maximizes efficiency and develops synergies of bylaw enforcement from a centralized management group.

Services Delivered:

- Animal Control - HRM Animal Services responds to animal related public safety and nuisance issues. Enforcement and public education services are performed by HRM Animal Services staff. Sheltering services for lost and impounded pets are provided through a contractual arrangement.
- Parking Enforcement - Patrol municipality for compliance with parking regulations
- Licencing - The administration and issuance of various licences, as well as the inspection of licensed service providers for compliance with by-laws and regulations
- Building Approvals - HRM reviews and issues permits and performs inspections for various types of building activities including new construction and renovation, as well as multiple unit residential, commercial, industrial and institutional buildings
- Building / Property Standards - This service includes minimum standards investigations and compliance related to dangerous and unsightly premises, sub-standard residential housing, and rooming house licensing
- By-Law Enforcement - The enforcement of HRM's By-Laws through response to complaints by way of site inspection, evidence gathering and remedy as required

Municipal Compliance Budget Overview**Municipal Compliance Summary of Expense & Revenue Types**

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	5,303,650	5,292,300	5,145,206	5,508,200	215,900	4.1
* Office	237,800	216,200	126,380	143,700	(72,500)	(33.5)
* External Services	1,339,700	1,503,500	1,697,664	1,501,000	(2,500)	(0.2)
* Supplies	31,900	33,000	25,250	25,800	(7,200)	(21.8)
* Materials			229			
* Building Costs	126,800	90,800	56,753	25,000	(65,800)	(72.5)
* Equipment & Communications	114,800	98,700	46,409	90,700	(8,000)	(8.1)
* Vehicle Expense	2,000	3,500	1,187	4,000	500	14.3
* Other Goods & Services	72,450	94,400	104,505	188,100	93,700	99.3
* Interdepartmental			(13,548)	400	400	
* Other Fiscal	60,000	60,000	62,970	60,000		
** Total	7,289,100	7,392,400	7,253,005	7,546,900	154,500	2.1
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(12,093,000)	(11,432,000)	(11,868,005)	(11,678,000)	(246,000)	2.2
* Other Revenue	(18,500)	(18,500)	(321,611)	(60,000)	(41,500)	224.3
** Total	(12,111,500)	(11,450,500)	(12,189,616)	(11,738,000)	(287,500)	2.5
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	(4,822,400)	(4,058,100)	(4,936,611)	(4,191,100)	(133,000)	3.3

Municipal Compliance Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Parking Enforcement -Tickets	190,000	184,259	181,000	181,000
Animal Control - Service Requests	13,700	12,100	12,500	12,500
Animal Control - Animals handled	890	767	800	800
Bylaw Services - Service Requests	5,891	4,501	5,333	5,300
Bylaw Services - Inspections	17,600	13,502	13,900	15,500
Taxi License Renewals	2,759	2,759	2,000	2,000
Building Inspections & Reviews	28,500	24,122	21,000	23,800
Permits Issued	4,515	4,140	3,900	3,700
Minimum Standards Inspections (M100)	610	570*	600	600

* Projection

2015/16 Municipal Compliance Key Deliverables

Strategic Alignment	15/16 Deliverables
Economic Development Theme- Economic Environment	Implement Licensing and Permitting technologies Implementation of a Licensing and Permitting technology solution that will provide tools for speedier and efficient services including self and counter services.
Healthy Communities Theme - Energy and Environment	Implement New Energy Code Implement new Provincial Energy Code for HRM's built environment including training of HRM staff

Development Approvals:

The Development Approvals division provides a single area of responsibility and contact for citizens and the development community for both as-of-right and discretionary land development projects.

Services Delivered:

- As-of-Right Land Development Regulation – Responds to requests for land development approval (variances), through staff, as per the requirements of various HRM by-laws, the Regional Subdivision By-law and the HRM Charter.
- Discretionary Land Development Regulation - Responds to requests for land development approval, through Council, as per the requirements of various HRM Municipal Planning Strategies, the Regional Plan and the HRM Charter.

- Heritage Property Program - Respond to land development and heritage property registration requests through staff or Council as applicable, relative to heritage properties as per the requirements of the Heritage By-law, the Barrington Street HCD and the Heritage Property Act.
- Subdivision Approvals - Respond to requests for subdivision approval as per the requirements of the Regional Subdivision By-law and the HRM Charter.
- Civic Addressing - Assignment and correction of civic addresses, including street naming and community names / boundary delineation and HRM Asset Naming.

Development Approvals Budget Overview

Development Approvals Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	5,761,250	5,580,900	5,248,217	5,506,600	(74,300)	(1.3)
* Office	113,450	39,600	39,301	55,900	16,300	41.2
* External Services	34,000	27,800	71,879	63,300	35,500	127.7
* Supplies	2,100	1,750	1,800	4,400	2,650	151.4
* Materials		100	1	100		
* Building Costs	3,000					
* Equipment & Communications	1,800	250		100	(150)	(60.0)
* Vehicle Expense			179	500	500	
* Other Goods & Services	139,500	98,100	44,338	115,100	17,000	17.3
* Interdepartmental			20,816			
* Other Fiscal	305,800	305,800	219,029	305,800		
** Total	6,360,900	6,054,300	5,645,560	6,051,800	(2,500)	(0.0)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(929,700)	(805,000)	(636,543)	(720,000)	85,000	(10.6)
* Other Revenue	(120,500)	(125,000)	(129,345)	(125,000)		
** Total	(1,050,200)	(930,000)	(765,888)	(845,000)	85,000	(9.1)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	5,310,700	5,124,300	4,879,671	5,206,800	82,500	1.6

Development Approvals Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
# Subdivision Applications Processed	510	439	390	400
# Development Permit Applications Processed	5002	4600	4500	4500
# Discretionary Land Development Applications Processed	113	122	105	100
# Civic Addressing Transactions	1315	1060	1200	1100

2015/16 Development Approvals Key Deliverables

Strategic Alignment	15/16 Deliverables
Economic Development Theme - Economic Environment	<p>Continuous Improvement of Development Processes and Services A review of development regulatory processes will be undertaken in 15/16 that will include a scoping exercise to identify areas for improved land use regulation in HRM's Land Use By-laws and Municipal Planning Strategies. As an early deliverable, the re-worked Dartmouth Land Use By-law will be advanced and the Encroachment and Streets By-laws will be reviewed</p>
Economic Development Theme - Economic Environment	<p>Planning & Development counter service improvements Development of a plan to improve front counter services as per the outcome of the Customer Service Review.</p>

Planning & Development Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
D001 Director P&D		176,000	194,849	592,600	416,600	236.7
** P & D - Administration		176,000	194,849	592,600	416,600	236.7
A315 Ticket Office	(5,319,100)	(5,184,400)	(4,818,901)	(4,904,800)	279,600	(5.4)
S320 Animal control	973,150	1,005,200	983,255	1,068,300	63,100	6.3
S330 Taxi & Limousine	(202,300)	(196,300)	(97,107)	(218,700)	(22,400)	11.4
* License	(4,548,250)	(4,375,500)	(3,932,753)	(4,055,200)	320,300	(7.3)
S310 Contractual Serv Adm	195,200	200,600	189,149	194,300	(6,300)	(3.1)
S410 By-Law Services Adm	469,400	448,700	316,824	481,000	32,300	7.2
S420 By-Law Standards	1,119,550	1,147,700	894,499	1,048,800	(98,900)	(8.6)
* Bylaw	1,784,150	1,797,000	1,400,472	1,724,100	(72,900)	(4.1)
C430 Building Standards	(2,058,300)	(1,479,600)	(2,404,330)	(1,860,000)	(380,400)	25.7
* Building Standards	(2,058,300)	(1,479,600)	(2,404,330)	(1,860,000)	(380,400)	25.7
** Municipal Compliance	(4,822,400)	(4,058,100)	(4,936,611)	(4,191,100)	(133,000)	3.3
C002 Urban Design			25	31,550	31,550	
C320 Planning	1,835,800	2,023,200	1,767,640	1,889,900	(133,300)	(6.6)
R951 Regional Trans.Plann	450,300	271,800	245,119	284,300	12,500	4.6
R953 TDM Programs		40,000	11,129	175,000	135,000	337.5
** Planning Services	2,286,100	2,335,000	2,023,913	2,380,750	45,750	2.0
C310 Planning & Applic.	2,087,700	1,805,500	1,826,880	1,939,400	133,900	7.4
C330 Civic Addressing	130,300	105,800	93,446	106,600	800	0.8
C420 Subdivision & Development	2,184,800	2,248,000	2,139,832	2,135,800	(112,200)	(5.0)
C450 Development Engineering	907,900	965,000	819,514	1,025,000	60,000	6.2
** Development Approvals	5,310,700	5,124,300	4,879,671	5,206,800	82,500	1.6
D935 Energy and Enviroment	762,200	672,600	552,020	882,750	210,150	31.2
** Energy & Environment	762,200	672,600	552,020	882,750	210,150	31.2
*** Total	3,536,600	4,249,800	2,713,842	4,871,800	622,000	14.6

Planning & Development Summary of Gross Expenditures

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
D001 Director P&D		176,000	194,849	592,600	416,600	236.7
** P & D - Administration		176,000	194,849	592,600	416,600	236.7
A315 Ticket Office	1,380,900	1,379,600	1,305,039	1,459,200	79,600	5.8
S320 Animal control	1,173,150	1,205,200	1,169,492	1,268,300	63,100	5.2
S330 Taxi & Limousine	257,700	263,700	292,320	242,300	(21,400)	(8.1)
* License	2,811,750	2,848,500	2,766,851	2,969,800	121,300	4.3
S310 Contractual Serv Adm	195,200	200,600	189,134	194,300	(6,300)	(3.1)
S410 By-Law Services Adm	487,900	467,200	456,682	541,000	73,800	15.8
S420 By-Law Standards	1,119,550	1,147,700	894,499	1,048,800	(98,900)	(8.6)
S421 Contracted Remedies			181,263			
* Bylaw	1,802,650	1,815,500	1,721,578	1,784,100	(31,400)	(1.7)
C430 Building Standards	2,674,700	2,728,400	2,764,576	2,793,000	64,600	2.4
* Building Standards	2,674,700	2,728,400	2,764,576	2,793,000	64,600	2.4
** Municipal Compliance	7,289,100	7,392,400	7,253,005	7,546,900	154,500	2.1
C002 Urban Design			25	31,550	31,550	
C320 Planning	1,835,800	2,023,200	1,767,640	1,889,900	(133,300)	(6.6)
R951 Regional Trans.Plann	450,300	271,800	256,464	284,300	12,500	4.6
R953 TDM Programs	20,000	52,000	47,539	222,000	170,000	326.9
** Planning Services	2,306,100	2,347,000	2,071,668	2,427,750	80,750	3.4
C310 Planning & Applic.	2,145,300	1,871,500	1,889,750	2,000,400	128,900	6.9
C330 Civic Addressing	250,800	230,800	221,071	231,600	800	0.3
C420 Subdivision & Development	2,802,800	2,813,000	2,576,381	2,637,800	(175,200)	(6.2)
C450 Development Engineering	1,162,000	1,139,000	958,358	1,182,000	43,000	3.8
** Development Approvals	6,360,900	6,054,300	5,645,560	6,051,800	(2,500)	(0.0)
D935 Energy and Enviroment	775,200	685,600	565,102	895,750	210,150	30.7
** Energy & Environment	775,200	685,600	565,102	895,750	210,150	30.7
*** Total	16,731,300	16,655,300	15,730,183	17,514,800	859,500	5.2

Planning and Development Summary of Gross Revenue

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A315 Ticket Office	(6,700,000)	(6,564,000)	(6,123,939)	(6,364,000)	200,000	(3.0)
S320 Animal control	(200,000)	(200,000)	(186,238)	(200,000)		
S330 Taxi & Limousine	(460,000)	(460,000)	(389,427)	(461,000)	(1,000)	0.2
* License	(7,360,000)	(7,224,000)	(6,699,604)	(7,025,000)	199,000	(2.8)
S310 Contractual Serv Adm			15			
S410 By-Law Services Adm	(18,500)	(18,500)	(139,858)	(60,000)	(41,500)	224.3
S421 Contracted Remedies			(181,263)			
* Bylaw	(18,500)	(18,500)	(321,106)	(60,000)	(41,500)	224.3
C430 Building Standards	(4,733,000)	(4,208,000)	(5,168,906)	(4,653,000)	(445,000)	10.6
* Building Standards	(4,733,000)	(4,208,000)	(5,168,906)	(4,653,000)	(445,000)	10.6
** Municipal Compliance	(12,111,500)	(11,450,500)	(12,189,616)	(11,738,000)	(287,500)	2.5
R951 Regional Trans.Plann			(11,345)			
R953 TDM Programs	(20,000)	(12,000)	(36,410)	(47,000)	(35,000)	291.7
** Planning Services	(20,000)	(12,000)	(47,755)	(47,000)	(35,000)	291.7
C310 Planning & Applic.	(57,600)	(66,000)	(62,870)	(61,000)	5,000	(7.6)
C330 Civic Addressing	(120,500)	(125,000)	(127,625)	(125,000)		
C420 Subdivision & Development	(618,000)	(565,000)	(436,550)	(502,000)	63,000	(11.2)
C450 Development Engineering	(254,100)	(174,000)	(138,844)	(157,000)	17,000	(9.8)
** Development Approvals	(1,050,200)	(930,000)	(765,888)	(845,000)	85,000	(9.1)
D935 Energy and Enviroment	(13,000)	(13,000)	(13,082)	(13,000)		
** Energy & Environment	(13,000)	(13,000)	(13,082)	(13,000)		
*** Total	(13,194,700)	(12,405,500)	(13,016,341)	(12,643,000)	(237,500)	1.9

Planning and Development Summary Details

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	11,510,100	11,639,700	10,695,838	11,850,100	210,400	1.8
6002 Salaries - Overtime	102,300	89,200	73,343	89,200		
6003 Wages - Regular			78			
6005 PDP & Union Con Incr			(118,542)			
6051 Shift Agreements	2,700	2,700	1,058	2,700		
6054 Vacation payout			6,170			
6100 Benefits - Salaries	2,232,600	2,465,800	2,237,237	2,497,800	32,000	1.3
6101 Benefits - Wages			2			
6110 Vacancy Management	(264,000)	(746,500)		(746,500)		
6151 Vehicle Allowance	2,900					
6152 Retirement Incentives	68,700	70,000	59,615	68,400	(1,600)	(2.3)
6154 Workers' Compensation	172,800	166,700	152,458	172,300	5,600	3.4
6155 Overtime Meals	100	100		100		
6199 Comp & Ben InterDept	(117,800)	(71,000)	(271,436)		71,000	(100.0)
9200 HR CATS Wage/Ben			(223)			
* Compensation and Benefits	13,710,400	13,616,700	12,835,598	13,934,100	317,400	2.3
6201 Telephone	157,550	93,400	84,819	93,100	(300)	(0.3)
6202 Courier/Postage	26,500	22,600	10,958	17,600	(5,000)	(22.1)
6203 Office Furn/Equip	84,600	72,500	19,802	24,600	(47,900)	(66.1)
6204 Computer S/W & Lic	8,400	6,700	24	16,100	9,400	140.3
6205 Printing & Reprod	34,400	25,600	14,121	26,900	1,300	5.1
6207 Office Supplies	85,900	59,500	49,726	51,800	(7,700)	(12.9)
6299 Other Office Expenses			48			
* Office	397,350	280,300	179,498	230,100	(50,200)	(17.9)
6301 Professional Fees	7,800	4,500	3,811	997,187	992,687	22,059.7
6302 Legal Fees	1,500	500	984		(500)	(100.0)
6303 Consulting Fees	188,900	315,000	279,492	764,769	449,769	142.8
6311 Security		300		300		
6312 Refuse Collection						
6399 Contract Services	1,589,000	1,727,100	1,932,066	2,266,644	539,544	31.2
* External Services	1,787,200	2,047,400	2,216,354	4,028,900	1,981,500	96.8
6401 Uniforms & Clothing	19,400	19,500	11,934	14,000	(5,500)	(28.2)
6402 Med & First Aid Supp		100		200	100	100.0
6406 Bridge Tolls	4,600	5,650	5,876	6,500	850	15.0
6407 Clean/Sani Supplies	2,000	2,000	99	1,000	(1,000)	(50.0)
6409 Personal Protect Equ			8,436	7,000	7,000	
6499 Other Supplies	8,000	7,500	738	1,500	(6,000)	(80.0)
* Supplies	34,000	34,750	27,083	30,200	(4,550)	(13.1)
6504 Hardware		100	112	100		
6599 Other Materials			229			
* Materials		100	341	100		
6602 Electrical			342			
6603 Grnds & Landscaping	3,000					
6606 Heating Fuel			251			
6611 Building - Interior	126,800	90,800	55,890	50,000	(40,800)	(44.9)
6617 Pest Management			521			
* Building Costs	129,800	90,800	57,004	50,000	(40,800)	(44.9)

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6701 Equipment Purchase	152,600	57,600	25,128	288,600	231,000	401.0
6702 Small Tools	900	650		500	(150)	(23.1)
6703 Computer Equip/Rent	100	100			(100)	(100.0)
6704 Equipment Rental						
6705 Equip - R&M	300	5,000	107	1,500	(3,500)	(70.0)
6706 Computer R&M	9,700	7,600		200	(7,400)	(97.4)
6708 Mechanical Equipment						
6711 Communication System	29,000	29,000	21,174	35,000	6,000	20.7
* Equipment & Communications	192,600	99,950	46,409	325,800	225,850	226.0
6802 Vehicle R&M	2,000	2,000	1,187	1,000	(1,000)	(50.0)
6806 Vehicle Rentals		1,500		4,200	2,700	180.0
6899 Other Vehicle Expense			179	500	500	
* Vehicle Expense	2,000	3,500	1,366	5,700	2,200	62.9
6901 Membership Dues	33,300	38,300	26,143	42,750	4,450	11.6
6902 Conferences/Workshop	13,800	14,200	10,953	21,950	7,750	54.6
6903 Travel - Local	56,150	42,300	32,721	46,900	4,600	10.9
6904 Travel - Out of Town	17,400	12,500	9,019	20,100	7,600	60.8
6905 Training & Education	51,400	55,500	53,807	110,500	55,000	99.1
6906 Licenses & Agreements	6,800	20,300	33,908	77,400	57,100	281.3
6910 Signage	36,500	25,000	(6,167)	25,000		
6911 Facilities Rental	7,600	4,000	2,108	41,000	37,000	925.0
6912 Advertising/Promotio	56,000	39,000	28,207	104,300	65,300	167.4
6913 Awards				4,000	4,000	
6914 Recruiting			32,826			
6915 Research Data Acquis	3,400		10			
6916 Public Education	18,900		1,404			
6917 Books and Periodicals	12,300	17,600	6,728	9,300	(8,300)	(47.2)
6918 Meals	1,400	800	3,070	14,800	14,000	1,750.0
6919 Special Projects	31,100	30,000	6,735	144,000	114,000	380.0
6938 Rewarding Excellence	1,200	1,600	2,472	4,400	2,800	175.0
6999 Other Goods/Services	1,000	1,000	8,570	1,000		
* Other Goods & Services	348,250	302,100	252,514	667,400	365,300	120.9
7009 Internal Trfr Other			8,667	400	400	
7015 Int Trf FacilityRent						
9911 PM Labour-Reg			72			
* Interdepartmental			8,739	400	400	
8004 Grants	305,800	345,800	238,633	405,800	60,000	17.4
8008 Transf to/fr Reserve	(176,100)	(166,100)	(257,641)	(2,163,700)	(1,997,600)	1,202.6
8024 Transf to/fr Capital			124,285			
* Other Fiscal	129,700	179,700	105,277	(1,757,900)	(1,937,600)	(1,078.2)
** Total	16,731,300	16,655,300	15,730,183	17,514,800	859,500	5.2

Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
4901 Parking Meters	(18,000)	(10,000)	100	(10,000)		
4902 Fines Fees	(3,700,000)	(4,064,000)	(4,017,937)	(4,064,000)		
4903 Building Permits	(4,500,000)	(3,600,000)	(4,547,714)	(4,000,000)	(400,000)	11.1
4904 Plumbing Permits	(130,000)	(105,000)	(135,798)	(120,000)	(15,000)	14.3
4905 St. Opening Permits	(114,400)	(73,000)	(42,600)	(60,000)	13,000	(17.8)
4906 Subdivision Applic.	(110,000)	(100,000)	(70,500)	(83,000)	17,000	(17.0)
4907 Taxi Licenses	(165,000)	(165,000)	(117,259)	(158,000)	7,000	(4.2)
4908 Animal Licenses	(200,000)	(200,000)	(186,223)	(200,000)		
4911 Zoning Fees	(90,000)	(89,000)	(75,200)	(88,000)	1,000	(1.1)
4912 Signs & Encroachments	(100,000)	(513,500)	(517,334)	(555,000)	(41,500)	8.1
4913 Occupancy Permits	(2,000)	(2,000)		(2,000)		
4914 Grade Alterations	(49,700)	(39,000)	(36,758)	(32,000)	7,000	(17.9)
4915 Minor Variance	(18,000)	(24,500)	(32,150)	(26,000)	(1,500)	6.1
4916 Vending Licenses	(40,000)	(40,000)	(36,048)	(40,000)		
4920 Development Permits	(400,000)	(338,000)	(225,199)	(280,000)	58,000	(17.2)
4950 Other Lic. & Permits	(51,000)	(39,000)	(33,457)	(34,000)	5,000	(12.8)
5101 Parking Rentals	(35,000)	(37,000)	(65,695)	(72,000)	(35,000)	94.6
5204 Administration Fees	(190,000)	(190,000)	(168,335)	(190,000)		
5250 Sales of Svcs-Other	(87,600)	(96,000)	(100,820)	(99,000)	(3,000)	3.1
5253 Subdiv Insp Fees	(40,000)	(24,000)	(26,029)	(32,000)	(8,000)	33.3
5256 SOT Revenue	(3,000,000)	(2,500,000)	(2,106,002)	(2,300,000)	200,000	(8.0)
5450 Other Sales Revenue	(2,000)					
* Fee Revenues	(13,042,700)	(12,249,000)	(12,540,958)	(12,445,000)	(196,000)	1.6
5507 Over and Short						
5508 Recov External Parti	(152,000)	(156,500)	(474,858)	(198,000)	(41,500)	26.5
5600 Miscellaneous Revenue			(525)			
* Other Revenue	(152,000)	(156,500)	(475,383)	(198,000)	(41,500)	26.5
** Total	(13,194,700)	(12,405,500)	(13,016,341)	(12,643,000)	(237,500)	1.9
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	3,536,600	4,249,800	2,713,842	4,871,800	622,000	14.6



Halifax Regional Police

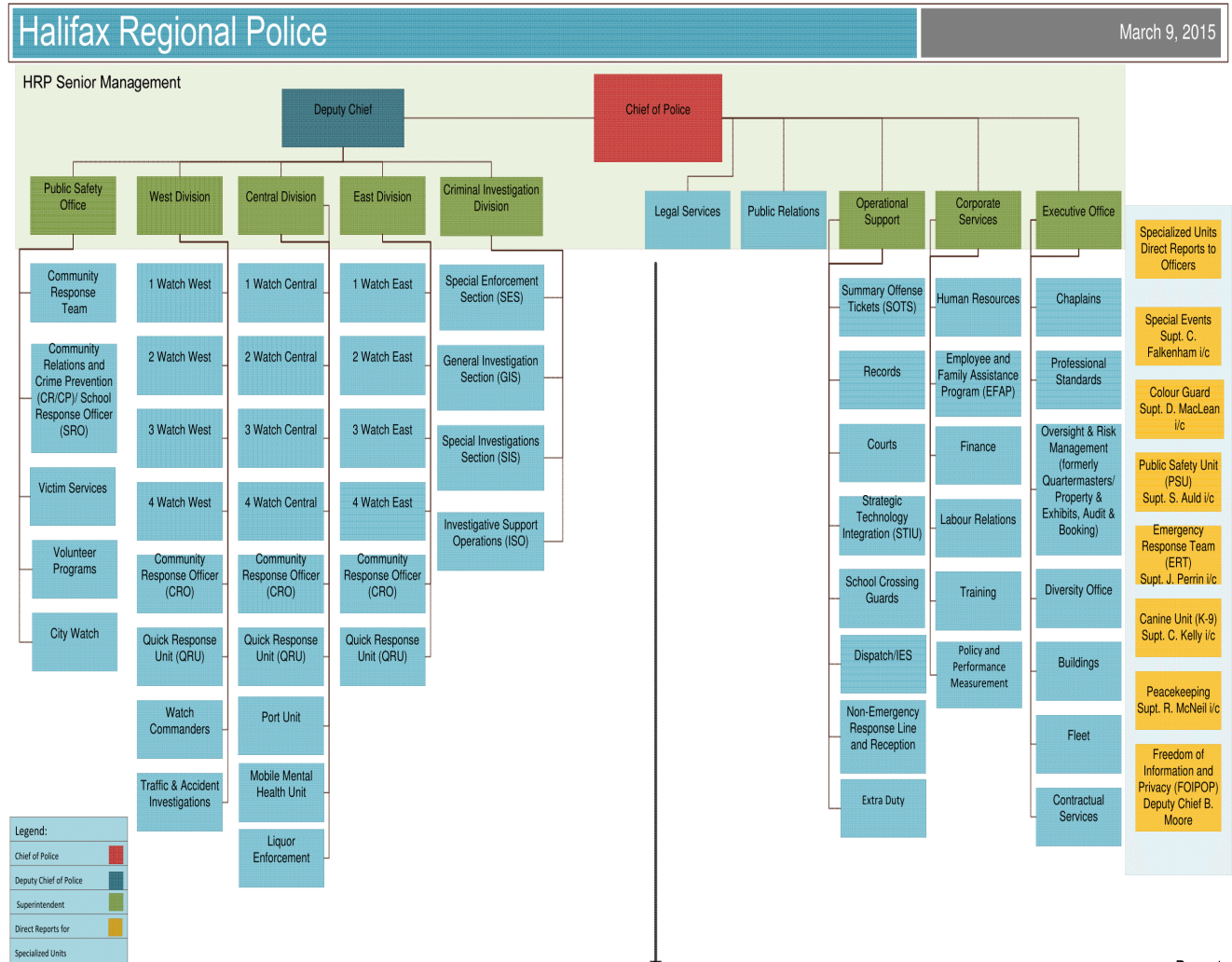
2015/16 Budget and Business Plan

Mission: Safety, Peace and Order in the community.

Halifax Regional Police Overview

Halifax Regional Police (HRP) is responsible for delivering an effective and efficient police service for all of HRM in partnership with the Halifax District of the Royal Canadian Mounted Police. Our mission is to make ongoing and meaningful contributions to the well-being and safety of our communities. HRP is committed to providing this service to build and maintain citizen confidence, trust and safety in partnership with the citizens of the Halifax Regional Municipality.

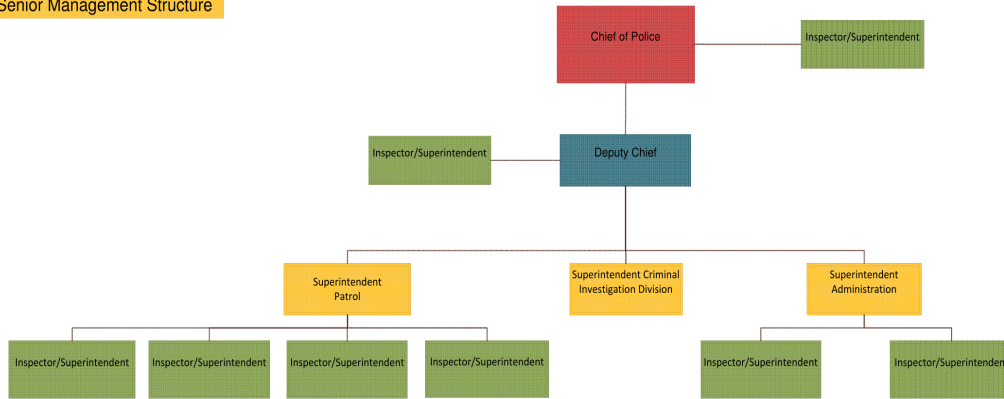
Halifax Regional Police Organization Chart



New Senior Management Structure (2015-16)

Halifax Regional Police	March 11, 2015
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New Senior Management Structure



Legend:	
Chief of Police (1)	
Deputy Chief of Police (1)	
Superintendent (3)	
Inspector (Superintendent) (8)	

Funded Full Time Equivalents (FTEs)

	2014/15 Approved (Apr 1/14)	2015/16 Proposed Change (+/-)	2015/16 Proposed Total FTE's
Funded FTEs Includes full & part-time permanent positions	701.5 FTEs 513 Sworn Officers 188.5 Civilian	+9 +3 +6	710.5 FTEs 516 194.5

The following FTE changes were made for 2014/15:

- 2 new sworn officers added as Inspectors (695 FTEs to 697 FTEs)

The following FTE changes are proposed for 2015/16:

- 1 FTE for Crime Analyst
- 1 FTE for Junior Communications
- 1 FTE for Research and Development Specialist Advisor
- 4 FTEs resulting from the conversion of 8 Part-Time Intercept Monitors to Full Time permanent status

Halifax Regional Police Operating Budget Overview

Police Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	74,624,800	77,091,900	76,403,741	77,934,600	842,700	1.1
* Office	782,600	555,100	633,472	555,100		
* External Services	2,525,700	2,862,900	2,640,185	2,721,500	(141,400)	(4.9)
* Supplies	536,700	596,200	734,814	596,200		
* Materials			2,625			
* Building Costs	72,500	53,700	61,572	53,700		
* Equipment & Communications	1,646,800	1,509,200	1,224,636	1,799,700	290,500	19.2
* Vehicle Expense	11,000	4,000	6,433	4,000		
* Other Goods & Services	1,301,200	1,407,000	1,600,861	1,667,800	260,800	18.5
* Interdepartmental	(3,800)	(216,200)	(204,729)	(216,200)		
* Other Fiscal	(24,700)	(529,500)	422,953	(639,800)	(110,300)	20.8
** Total	81,472,800	83,334,300	83,526,564	84,476,600	1,142,300	1.4
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(666,000)	(650,000)	(610,582)	(730,000)	(80,000)	12.3
* Other Revenue	(6,922,800)	(6,589,600)	(7,239,831)	(6,663,800)	(74,200)	1.1
** Total	(7,588,800)	(7,239,600)	(7,850,413)	(7,393,800)	(154,200)	2.1
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	73,884,000	76,094,700	75,676,151	77,082,800	988,100	1.3

Halifax Regional Police Budget Overview by Service Area

Police Service Area Budget Overview

Service Area	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Chief's Office Summary of Expense & Revenue Types	19,902,100	19,931,600	19,692,068	20,716,800	785,200	4%
Operations Division Summary of Expense & Revenue Types	53,981,900	56,163,100	55,984,084	56,366,000	202,900	0%
	73,884,000	76,094,700	75,676,151	77,082,800	988,100	1%

Halifax Regional Police Key Metrics

Key Metrics and Drivers	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	87.17	91.22	91.08	90.96	92.26
Expenditures per Dwelling (191,579 dwellings)	\$418.39	\$414.45	\$425.83	\$441.94	\$440.95

Halifax Regional Police Strategic Initiatives for 2015/16

Strategic Alignment	
HRP 1.01	Governance and Communication - Communications
<p>HRP Employee and Public Relations</p> <p>HRP will assess its Public Relations functions to ensure that the necessary PR support is being provided to the organization. Given the community-based nature of police operations, effective communication internally and externally will aid in boosting public confidence in HRP and enhance effective and efficient collaboration of operational and partnership-based initiatives.</p>	
HRP 1.02	Governance and Communication – Communications
<p>HRP Partnerships and Integrated Community Partnerships</p> <p>HRP will work toward operating within a community partnership. HRP will properly identify community partners and analyze and update its practices to ensure intelligence, expertise, and protocols are the most up-to-date and are being delivered through robust community relationships.</p>	
HRP 1.03	Healthy Communities – Public Safety
<p>Effective and Efficient Crime Response</p> <p>HRP will work to ensure that proper resources are in place to effectively and efficiently respond to crime. HRP will be analyzing our response metrics and identifying gaps in alignment with other agencies so that we can effectively respond in times of crisis.</p>	
HRP 1.04	Healthy Communities – Public Safety
<p>Reduction of Victimization</p> <p>HRP will work to reduce victimization of HRM citizens by exploring the possible expansion of our Victim Services Mandate.</p>	
HRP 1.05	Healthy Communities – Public Safety
<p>Significant Reduction of Crime and Significant Increase in Safety</p> <p>HRP will work toward significantly reducing crime and increasing safety in all HRM communities by implementing various crime prevention and reduction tactics including but not limited to a revised Crime Reduction strategy that targets specific criminal elements.</p>	
HRP 1.06	Our People – Leadership Development
<p>Good HRP Governance</p> <p>HRP will work toward having their employees fully reflecting our new Core Values. HRP will also research and implement new and innovative ways to provide outstanding leadership throughout the organization and the community.</p>	
HRP 1.07	
<p>HRP Facilities and Infrastructure</p> <p>HRP will work toward having the proper facilities and infrastructure put in place so that HRP members can more effectively and efficiently perform their duties.</p>	

HRP 1.08	Our People – Workforce Planning
HRP Learning and Innovative Culture HRP will work toward developing a Human Resources Strategy that will focus on ensuring that personnel are being fully utilized based on their skills and expertise. Specific areas of emphasis for the strategy will be on recruitment, performance management, professional development, succession planning, and diversity.	
HRP 1.09	Financial Responsibility – Performance Management
HRP Operational Excellence HRP will work toward identifying and implementing operational performance improvements through the use of a newly developed Performance Measurement Strategy.	
HRP 1.10	Service Excellence – Continuous Improvement
HRP Organizational Culture and Response Philosophy HRP will work toward the establishment of a new organizational culture that will be based on our new response philosophy and crime reduction strategy. Our updated values and goals will help to legitimize our new culture allowing it to permeate every process, procedure, and service that HRP undertakes or offers.	

Summary of 2015/16 Halifax Regional Police Changes

Budget Pressures Addressed in the 15/16 HRP Operating Budget	
Wage model pressures including 3% annual increase for CUPE 4814 (School Crossing Guards), HRP step increases, non-union adjustments/ISA's approved in 14/15, and one additional working day in 15/16. (Contractual)	328,100
Funding new Public Safety Coordinator position.	136,500
Secondment with Correctional Services Canada discontinued.	109,400
Rising travel costs associated with training and criminal investigations.	100,000
Reduction in funding from Nova Scotia Department of Justice for "Boots On The Street" program.	100,000
Security requirements for HRP facilities. (Based on outcomes of recent security and OH&S reviews)	100,000
Change in ballistic body armour replacement cycle from 10 years to 5 years. (HRP Policy Pressure)	75,000
Rising training costs. (Increases in past years were achieved through internal budget adjustments)	50,000
Estimating a 3% increase in the Commissionaires of Nova Scotia service agreement. (Contractual)	40,300
Estimating a 3% increase in operating costs on all leased facilities. (Contractual)	22,600
Total Budget Pressures	\$1,061,900

Cost Reduction Initiatives	Proposed 15/16 Savings / Cost Recovery	Projected 16/17 Savings / Cost Recovery
UN Missions pending approval	256,200	128,100
SOT Cancellation Fees previously processed by the Province of Nova Scotia	80,000	80,000
Additional cost recovery from the RCMP portion of the 1874 Brunswick Street lease and operational costs	27,400	27,400
Contribution from reserve Q325 (Provincially Funded Police Officers and Facility Lease)	236,500	100,000
Contribution from reserve Q205 (Police Vehicle and Equipment)	60,000	50,000
Total to offset Base Cost Increase	\$660,100	\$385,500

New or Expanded Services	Proposed 15/16 Cost
Research and Development Specialist	123,400
Updated covert and tactical investigation tools and equipment	60,000
Long-term firearms training range solution	50,000
Body-worn cameras pilot study	10,000
Total New or Expanded Service Costs	\$243,400

2015/16 Halifax Regional Police Service Area Plans

Chief's Office

The Chief's Office is organized into service areas which emphasize service delivery to citizens and support of Halifax Regional Municipality's strategic outcomes: Financial stewardship, audit, policy, public relations, and oversight of Integrated Emergency Services (dispatch) and other corporate and support services. Halifax Regional Police is responsible for delivering an effective and efficient police service that provides safety, peace, and order in our communities to ensure that the citizens and visitors to our community are safe.

Services Delivered:

- Financial Stewardship - Ensures the efficient and effective use of police resources to achieve the goals and objectives of HRP.
- Executive Office – Manages audit and evaluation services, fleet, lost/found property services, Prisoner Care Facility (formerly known as Booking), and professional standards.
- Public Relations Unit - Creates and implements communication plans and strategies for both internal and external audiences.

- Administration - Provides financial, human resources, employee family assistance, policy, and training.
- Support Division - Provides support services relating to records, court files, accident reporting services, summary offence ticket processing, and the school crossing guard program.
- Integrated Emergency Services - Provides 911 emergency call-taking for all calls within HRM, non-emergency call taking for Halifax Regional Police and Halifax Regional Fire and Emergency Service and dispatch services for HRP, HRFE and RCMP Halifax District.

Chief's Office Budget Overview

Chief's Office Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	16,951,600	17,387,800	16,741,251	17,980,500	592,700	3.4
* Office	404,200	310,000	330,065	310,000		
* External Services	2,116,100	2,023,500	2,115,918	2,068,300	44,800	2.2
* Supplies	309,500	309,500	445,066	309,500		
* Materials			1,653			
* Building Costs	53,000	34,200	49,852	34,200		
* Equipment & Communications	1,206,800	1,124,300	986,731	1,199,300	75,000	6.7
* Vehicle Expense						
* Other Goods & Services	464,300	561,000	651,024	713,700	152,700	27.2
* Interdepartmental	(3,300)	(215,700)	(193,495)	(215,700)		
* Other Fiscal	80,500	50,000	471,324	50,000		
** Total	21,582,700	21,584,600	21,599,390	22,449,800	865,200	4.0
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(666,000)	(650,000)	(610,582)	(730,000)	(80,000)	12.3
* Other Revenue	(1,014,600)	(1,003,000)	(1,296,740)	(1,003,000)		
** Total	(1,680,600)	(1,653,000)	(1,907,322)	(1,733,000)	(80,000)	4.8
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	19,902,100	19,931,600	19,692,068	20,716,800	785,200	3.9

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Crime Severity Index *	75.5	68.6	TBA	Continue downward trend
Crime Severity Comparators	---	---	---	
Quebec	47.8	46.5	TBA	---
London	74.5	67.2	TBA	---
Winnipeg	96.1	83.2	TBA	---
Niagara Region	63.9	57.5	TBA	---

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Solvency rate	35%	38%	36%	38%
Citizens Survey Results – Feeling of safety where you live, work, and play	89%	89%	96%	Continue upward trend
Overtime costs	\$2,564,240	\$2,201,700	\$3,022,195	\$2,618,000
Numbers of training hours	30,225	30,225	32,776.5 (Jan. 2015)	30,000
Number of courses taken through online portal	N/A	277	280 (Jan. 2015)	Continue upward trend

*Source: <http://www.statcan.gc.ca/pub/85-002-x/2014001/article/14040/c-g/desc/desc08-eng.htm>

The Crime Severity Index is calculated using Incident-based Uniform Crime Reporting Survey (UCR2) data and includes all Criminal Code violations including traffic, as well as drug violations and all Federal Statutes. The Crime Severity Index enables citizens to track changes in the severity of police-reported crime from year to year. It does so by taking into account not only the change in volume of a particular crime, but also the relative seriousness of that crime in comparison to other crimes by assigning a weight to crime types. Further information on the CSI can be found at the link above.

2015/16 Chief's Office Key Deliverables

Strategic Alignment	15/16 Deliverables
Healthy Communities – Public Safety	Establishment of an ERM program HRP will produce a report that outlines the resources necessary for HRP to develop a robust Risk Management Program that will ensure business continuity within HRP and HRM.
Healthy Communities – Public Safety	Finalization of the Amber Alert Emergency Operations Centre HRP will finalize all processes, procedures and policies for the HRP Amber Alert System. HRP will perform testing in the Police Emergency Operations Centre (EOC) to ensure readiness in the event of a necessary activation.
Healthy Communities – Public Safety	HRP Partnership Analysis HRP will establish a documented list of established internal and external partners while also documenting the community's needs and available resources within an Asset Map. A gap analysis will be completed that outlines all partnership gaps and what communities HRP should reach out to, both in terms of need as well as available community resources. This information will be used in fiscal 16/17 for the development of an HRP Joint Partnership Plan
Healthy Communities – Public Safety	Launch of HRP Strategic Plan HRP will launch the values of the Strategic Plan. HRP will analyze how our new values can be incorporated into all facets of the organization. Priority groups will be assembled to look at each priority and a draft report outlining next steps will be developed.

Strategic Alignment	15/16 Deliverables
Healthy Communities – Public Safety	<p>Public Safety Office - Support Set Up and Operation HRP will support our HRM counterparts in the establishment of the PSO within the Office of the CAO, as well as their response to the Clairmont Report</p>
Healthy Communities – Public Safety	<p>Report on potential for Body Worn Cameras Leveraging trials taking place in other municipalities, HRP in partnership with the HRM Police Board of Commissioners, will investigate the feasibility of having HRP officers wear body-worn cameras. An interim report will be developed that will direct HRP on what equipment could potentially be bought, what policies and practices could be adopted, and what issues may arise regarding storage, retention and use of data.</p>
Healthy Communities – Public Safety	<p>HRP Facilities Plan A Facilities Plan will be completed that outlines requirements for all facilities including how HRP will be more customer focused as well as how the building will facilitate innovation, a learning culture, and operational excellence. Upon completion a staff report will be submitted to Council with regard to a new Police Headquarters.</p>
Our People – Recruitment Strategy	<p>Review and address job description, promotion, and staffing requirements HRP will review job descriptions, facilitate promotional routines to fill new positions, and hire to backfill vacancies created. HRP will also be streamlining the criteria for hiring experienced police officers to ensure a faster and more efficient hiring process. HRP will also explore the potential for an internal 2016 recruitment class for fiscal year 2015/2016.</p>
	<p>Development of an HRP Health and Wellness Program HRP will design a strategy for the development of an HRP Health and Wellness Program that will be based on identifying mental and physical needs of prevention, intervention and recovery, while also providing workshops and care to employees.</p>

HRP Operations

HRP Operations is primarily responsible for delivering the front-line emergency response and follow-up service to citizens of HRM. Operations is comprised of Patrol and Criminal Investigations.

Services Delivered:

- **Criminal Investigation Division (CID Integrated Units):** This Division is integrated with HRP and RCMP members who work together to provide service across all of HRM. It provides specialized investigative services such as General Investigation, Major Crime, Financial Crime, Vice, HRP Forensic Identification, Drugs, Cold Case, Sexual Assault, High-Risk Offender Enforcement, Guns and Gangs, Computer Forensics, and Internet Child Exploitation.
- **Patrol (Central, East, and West):** Provides 24/7 uniformed patrol and response by HRP to emergency and non-emergency calls. It also includes the Quick Response Unit, the integrated K-9 Unit (Police Service Dog), Traffic Section, and the Mobile Mental Health Team.

HRP Operations Budget Overview

Operational Division Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	57,673,200	59,704,100	59,662,490	59,954,100	250,000	0.4
* Office	378,400	245,100	303,407	245,100		
* External Services	409,600	839,400	524,267	653,200	(186,200)	(22.2)
* Supplies	227,200	286,700	289,748	286,700		
* Materials			973			
* Building Costs	19,500	19,500	11,720	19,500		
* Equipment & Communications	440,000	384,900	237,905	600,400	215,500	56.0
* Vehicle Expense	11,000	4,000	6,433	4,000		
* Other Goods & Services	836,900	846,000	949,837	954,100	108,100	12.8
* Interdepartmental	(500)	(500)	(11,234)	(500)		
* Other Fiscal	(105,200)	(579,500)	(48,371)	(689,800)	(110,300)	19.0
** Total	59,890,100	61,749,700	61,927,174	62,026,800	277,100	0.4
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Other Revenue	(5,908,200)	(5,586,600)	(5,943,091)	(5,660,800)	(74,200)	1.3
** Total	(5,908,200)	(5,586,600)	(5,943,091)	(5,660,800)	(74,200)	1.3
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	53,981,900	56,163,100	55,984,084	56,366,000	202,900	0.4

HRP Operations Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Target
Crime severity index*	75.5	68.6	TBA	Continue downward trend
Overall crime reduction: persons and property **	Persons: -7% Property: -9%	Persons: -5% Property: -2%	TBA	Continue downward trend
Solvency rate	35%	38%	36%	38%

* Source: <http://www.statcan.gc.ca/pub/85-002-x/2014001/article/14040/c-g/desc/desc08-eng.htm>

** Source: HRP Formula based on year-over-year comparisons with data from the Event Summary Report in Versadex.

2015/16 HRP Operations Key Deliverables

Strategic Alignment	15/16 Deliverables
Healthy Communities – Public Safety	<p>2014/2015 Continuation of operational priorities</p> <p>HRP will continue to work and expand on the six operational priorities. These priorities include domestic violence, sexualized violence, gun violence, downtown alcohol and bar area, traffic safety, and unsolved homicides. Consolidation of communications, prevention, measurements, intervention and enforcement will all be areas of focus. Upon completion of Fiscal year 2014/2015 HRP will evaluate where we stand on the six operational priorities and create individual annual plans for moving each ahead. HRP will continue to align where possible with the RCMP on their priorities of Youth and Cyber-Crime.</p>

Healthy Communities – Public Safety	<p>Fugitive Apprehension Initiative HRP will be aligning resources for a fugitive apprehension initiative that will be focused on executing outstanding warrants throughout the region.</p>
Healthy Communities – Public Safety	<p>HRP Capability Response Framework Roadmap HRP will compile a list of operational capabilities within HRP and any capabilities of those agencies of which HRP works alongside. An analysis will be undertaken and a report developed that identifies any gaps in these alignments and how they will be mitigated. These findings, along with the information obtained from the Clairmont Report, will form the basis for HRP's new Capability Response Framework. .</p>
Healthy Communities – Public Safety	<p>HRP Crime Reduction Strategy Roadmap HRP will research, review, and consult on the development of a new Crime Reduction Strategy combining the results of the Strategic Plan, Operational Priorities and Community Response Model. A report will be developed from this research that will outline HRP's recommended go-forward position on crime reduction.</p>
Healthy Communities – Public Safety	<p>HRP Expanded Victim Support Plan HRP will review, research and consult on an expanded victim services mandate. A report will be developed that outlines a recommended strategy for the expansion of the service and what the procedures and processes for those expanded services may entail.</p>
Healthy Communities – Public Safety	<p>Annual Pedestrian Safety Action HRP will collaborate with TPW and Corporate Communications to prepare an annual Pedestrian Safety Action Plan to be submitted to the Transportation Standing Committee. HRP will implement all approved enforcement recommendations from the Pedestrian Safety Action Plan.</p>
	<p>Upgrades to CityWatch Program HRP will be upgrade the software and servers for our Citywatch program, and develop a draft report outlining alternative options for public or mass notification in case of emergencies.</p>

Police Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A450 Integrated Emerg Srv	7,180,800	7,137,300	6,741,347	7,204,000	66,700	0.9
A452 Eric Spicer-Operatio	10,200					
** Emergency 911 Communications	7,191,000	7,137,300	6,741,347	7,204,000	66,700	0.9
N711 Dispatch Centre	42,000	42,000	39,540	42,000		
* Dispatch	42,000	42,000	39,540	42,000		
N721 HRP	302,300	242,300	242,307	242,300		
* Police	302,300	242,300	242,307	242,300		
N731 Core Fire & EMO	53,000	53,000	51,351	53,000		
N732 Rural Fire	637,000	381,000	596,480	637,000	256,000	67.2
* Fire	690,000	434,000	647,831	690,000	256,000	59.0
** Integrated Dispatch Communic	1,034,300	718,300	929,677	974,300	256,000	35.6
*** Integrated Emergency Service	8,225,300	7,855,600	7,671,024	8,178,300	322,700	4.1
P130 Facilities & Prop.	80,600	96,600	231,253	196,600	100,000	103.5
P208 Back Check	(105,700)	(114,000)	(143,073)	(107,700)	6,300	(5.5)
P210 EAP	141,200	135,200	152,596	135,600	400	0.3
P220 Human Resources	367,800	419,400	522,488	438,800	19,400	4.6
P225 Training	1,047,800	1,142,100	1,334,609	1,313,400	171,300	15.0
P230 Finance	537,200	518,300	466,130	526,100	7,800	1.5
P250 Fleet Maintenance	80,000	80,000	40,953	80,000		
P270 Commissionaires	1,117,200	1,151,700	1,157,688	1,187,200	35,500	3.1
P445 Marine	71,900	73,000	73,834	73,000		
P505 Police Science Train						
*** Corporate Services	3,338,000	3,502,300	3,836,479	3,843,000	340,700	9.7
P235 Extra Duty	(62,900)	(12,100)	(120,469)	(12,100)		
P240 SOTS	540,700	494,600	392,723	419,600	(75,000)	(15.2)
P245 Court Officers	1,399,600	1,332,700	1,340,410	1,351,200	18,500	1.4
P265 Records	150,000	137,000	189,283	144,200	7,200	5.3
P310 R.A.P.I.D.	12,000	5,900	(1,756)	5,900		
P311 Projects Unit	521,300	675,200	616,657	689,100	13,900	2.1
P370 Booking	727,900	746,900	779,753	755,800	8,900	1.2
P450 Public Safety Unit	37,100	36,700	9,970	36,700		
P460 Sch. Crossing Guard	1,608,900	1,677,400	1,564,551	1,734,900	57,500	3.4
*** Operational Support	4,934,600	5,094,300	4,771,122	5,125,300	31,000	0.6
P110 Professional Stds	294,800	330,600	320,878	334,000	3,400	1.0
P125 Audit & Policy	304,900	290,800	300,020	291,800	1,000	0.3
P222 LEOSH Conference 2015						
P255 Exhibits & Property	417,000	714,600	922,861	534,300	(180,300)	(25.2)
*** Executive Office	1,016,700	1,336,000	1,543,759	1,160,100	(175,900)	(13.2)
P105 Chief's Office	1,351,700	1,219,700	1,077,366	1,162,000	(57,700)	(4.7)
P115 Legal	176,400	60,400	141,430	60,400		
P120 Public Affairs	458,200	465,700	408,475	535,500	69,800	15.0
P135 LkdBoard Of Police C						
P205 Superintendent's Off	401,200	397,600	242,412	652,200	254,600	64.0
S110 LKD General Manager						
*** Chief's Division	2,387,500	2,143,400	1,869,683	2,410,100	266,700	12.4
**** Chief's Office	19,902,100	19,931,600	19,692,068	20,716,800	785,200	3.9

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
S120 FOIPOP Coordinator	57,300	58,500	52,025	61,000	2,500	4.3
P405 Deputy Operations	591,700	615,000	524,815	662,600	47,600	7.7
P410 Shared Resources	1,367,600	1,399,300	1,439,256	1,375,100	(24,200)	(1.7)
*** Deputy Operations	2,016,600	2,072,800	2,016,096	2,098,700	25,900	1.2
P312 SES Technical Unit	533,600	526,200	595,428	666,500	140,300	26.7
P313 VICLAS	127,100	130,200	126,779	112,400	(17,800)	(13.7)
P314 Computer Forensics	242,600	238,000	304,896	238,800	800	0.3
P315 Inves. Call BackUnit	127,200	70,400	111,455	112,400	42,000	59.7
P316 CID	(2,756,300)	(2,855,900)	(2,887,847)	(2,722,300)	133,600	(4.7)
P317 CATS Clearing Account			1,663,206			
P320 Polygraph	115,500	118,000	120,928	118,300	300	0.3
P325 Identification	1,714,200	1,762,600	1,613,543	1,593,600	(169,000)	(9.6)
P330 Fraud Unit	940,300	943,800	968,609	997,900	54,100	5.7
P335 Special Enforcement	1,574,400	1,538,300	1,443,987	1,588,600	50,300	3.3
P340 Criminal Intel Unit	1,179,300	1,096,600	1,131,208	1,125,200	28,600	2.6
P345 Vice	787,800	770,900	806,398	769,300	(1,600)	(0.2)
P355 Crime Stoppers			46			
P360 GIS	3,009,700	3,346,300	3,383,309	3,364,200	17,900	0.5
P375 Major Crime	2,837,100	2,976,600	2,827,137	2,839,800	(136,800)	(4.6)
P380 Crime Analysis	816,800	1,217,700	1,058,408	1,151,800	(65,900)	(5.4)
P440 ERT	58,900	58,900	93,449	154,400	95,500	162.1
*** Criminal Investigations Divi	11,308,200	11,938,600	13,360,939	12,110,900	172,300	1.4
P415 Central	12,495,300	12,906,600	12,568,235	12,988,200	81,600	0.6
P455 Bike Patrol	16,000	16,000	5,983	16,000		
P470 Port's Policing	145,300	144,900	125,992	70,100	(74,800)	(51.6)
P475 QRU - Central Patrol	848,700	749,200	622,070	721,600	(27,600)	(3.7)
P486 Mental Health Crisis	213,400	218,300	191,454	176,400	(41,900)	(19.2)
*** Operations Central	13,718,700	14,035,000	13,513,734	13,972,300	(62,700)	(0.4)
P425 East	11,038,400	11,520,900	11,082,460	11,629,400	108,500	0.9
P435 Canine	30,700	30,700	36,099	30,700		
P490 QRU - East Patrol	804,900	823,800	842,840	825,600	1,800	0.2
*** Operations East	11,874,000	12,375,400	11,961,399	12,485,700	110,300	0.9
P365 Accidents	225,600	230,200	233,288	231,100	900	0.4
P420 West	10,371,200	10,865,700	10,595,157	10,827,500	(38,200)	(0.4)
P485 Traffic	1,083,700	1,106,200	839,454	1,110,400	4,200	0.4
P495 QRU - West Patrol	803,500	822,500	823,887	826,100	3,600	0.4
*** Operations West	12,484,000	13,024,600	12,491,786	12,995,100	(29,500)	(0.2)
A551 City Watch	112,500	94,100	70,042	94,500	400	0.4
** City Watch	112,500	94,100	70,042	94,500	400	0.4
E123 Comm. Response	230,500	340,800	328,550	345,800	5,000	1.5
P430 Victim Service	185,300	187,700	210,451	206,300	18,600	9.9
P465 Mounted	226,000	233,200	263,155	234,000	800	0.3
P480 CR/CP	1,300,100	1,328,900	1,221,669	1,294,000	(34,900)	(2.6)
P481 Youth Advocate Program	526,000	532,000	546,263	528,700	(3,300)	(0.6)
*** Public Safety	2,580,400	2,716,700	2,640,129	2,703,300	(13,400)	(0.5)
**** Operations Division	53,981,900	56,163,100	55,984,084	56,366,000	202,900	0.4
*** Hurricane Juan						
***** HRM Police	73,884,000	76,094,700	75,676,151	77,082,800	988,100	1.3
***** Total	73,884,000	76,094,700	75,676,151	77,082,800	988,100	1.3

Police Summary of Gross Expenditures

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A450 Integrated Emerg Srv	7,208,400	7,137,300	6,756,494	7,204,000	66,700	0.9
A452 Eric Spicer-Operatio	10,200					
** Emergency 911 Communications	7,218,600	7,137,300	6,756,494	7,204,000	66,700	0.9
N711 Dispatch Centre	42,000	42,000	39,540	42,000		
* Dispatch	42,000	42,000	39,540	42,000		
N721 HRP	302,300	242,300	242,307	242,300		
* Police	302,300	242,300	242,307	242,300		
N731 Core Fire & EMO	53,000	53,000	51,351	53,000		
N732 Rural Fire	637,000	381,000	596,480	637,000	256,000	67.2
* Fire	690,000	434,000	647,831	690,000	256,000	59.0
** Integrated Dispatch Communic	1,034,300	718,300	929,677	974,300	256,000	35.6
*** Integrated Emergency Service	8,252,900	7,855,600	7,686,171	8,178,300	322,700	4.1
P130 Facilities & Prop.	80,600	96,600	231,253	196,600	100,000	103.5
P208 Back Check	218,500	210,200	208,778	216,500	6,300	3.0
P210 EAP	141,200	135,200	152,596	135,600	400	0.3
P220 Human Resources	367,800	419,400	526,670	438,800	19,400	4.6
P225 Training	1,047,800	1,142,100	1,338,766	1,313,400	171,300	15.0
P230 Finance	537,200	518,300	466,130	526,100	7,800	1.5
P250 Fleet Maintenance	80,000	80,000	40,953	80,000		
P270 Commissionaires	1,149,300	1,183,800	1,194,388	1,219,300	35,500	3.0
P445 Marine	71,900	73,000	73,834	73,000		
*** Corporate Services	3,694,300	3,858,600	4,233,369	4,199,300	340,700	8.8
P235 Extra Duty	349,500	400,300	367,008	400,300		
P240 SOTS	585,700	539,600	535,390	544,600	5,000	0.9
P245 Court Officers	1,399,600	1,332,700	1,356,822	1,351,200	18,500	1.4
P265 Records	650,000	637,000	625,456	644,200	7,200	1.1
P310 R.A.P.I.D.	12,000	5,900	104	5,900		
P311 Projects Unit	521,300	675,200	616,657	689,100	13,900	2.1
P370 Booking	854,000	873,000	912,114	881,900	8,900	1.0
P450 Public Safety Unit	37,100	36,700	9,970	36,700		
P460 Sch. Crossing Guard	1,609,100	1,677,600	1,564,551	1,735,100	57,500	3.4
*** Operational Support	6,018,300	6,178,000	5,988,072	6,289,000	111,000	1.8
P110 Professional Stds	294,800	330,600	320,883	334,000	3,400	1.0
P125 Audit & Policy	304,900	290,800	300,020	291,800	1,000	0.3
P255 Exhibits & Property	417,000	714,600	922,861	534,300	(180,300)	(25.2)
*** Executive Office	1,016,700	1,336,000	1,543,764	1,160,100	(175,900)	(13.2)
P105 Chief's Office	1,441,400	1,309,400	1,213,663	1,251,700	(57,700)	(4.4)
P115 Legal	176,400	60,400	141,430	60,400		
P120 Public Affairs	458,200	465,700	442,034	535,500	69,800	15.0
P205 Superintendent's Off	524,500	520,900	350,886	775,500	254,600	48.9
*** Chief's Division	2,600,500	2,356,400	2,148,013	2,623,100	266,700	11.3
**** Chief's Office	21,582,700	21,584,600	21,599,390	22,449,800	865,200	4.0
S120 FOIPOP Coordinator	57,300	58,500	52,025	61,000	2,500	4.3
P405 Deputy Operations	591,700	615,000	652,745	790,700	175,700	28.6
P410 Shared Resources	1,367,600	1,399,300	1,439,256	1,375,100	(24,200)	(1.7)
*** Deputy Operations	2,016,600	2,072,800	2,144,026	2,226,800	154,000	7.4

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
P312 SES Technical Unit	533,600	526,200	595,428	666,500	140,300	26.7
P313 VICLAS	127,100	130,200	126,804	112,400	(17,800)	(13.7)
P314 Computer Forensics	242,600	238,000	304,896	238,800	800	0.3
P315 Inves. Call BackUnit	127,200	70,400	111,455	112,400	42,000	59.7
P316 CID	1,675,000	1,805,200	1,751,288	1,756,800	(48,400)	(2.7)
P317 CATS Clearing Account			1,663,206			
P320 Polygraph	115,500	118,000	120,928	118,300	300	0.3
P325 Identification	1,714,200	1,762,600	1,618,657	1,593,600	(169,000)	(9.6)
P330 Fraud Unit	940,300	943,800	968,609	997,900	54,100	5.7
P335 Special Enforcement	1,574,400	1,538,300	1,443,987	1,588,600	50,300	3.3
P340 Criminal Intel Unit	1,407,600	1,333,000	1,374,272	1,361,600	28,600	2.1
P345 Vice	787,800	770,900	806,398	769,300	(1,600)	(0.2)
P355 Crime Stoppers			46			
P360 GIS	3,293,800	3,346,300	3,383,309	3,364,200	17,900	0.5
P375 Major Crime	3,037,000	3,086,000	2,944,374	3,077,300	(8,700)	(0.3)
P380 Crime Analysis	816,800	1,217,700	1,058,408	1,151,800	(65,900)	(5.4)
P440 ERT	58,900	58,900	93,449	154,400	95,500	162.1
*** Criminal Investigations Divi	16,451,800	16,945,500	18,365,515	17,063,900	118,400	0.7
P415 Central	12,706,700	13,016,000	12,701,467	13,097,600	81,600	0.6
P455 Bike Patrol	16,000	16,000	5,983	16,000		
P470 Port's Policing	344,600	344,200	338,473	269,400	(74,800)	(21.7)
P475 QRU - Central Patrol	848,700	749,200	622,070	721,600	(27,600)	(3.7)
P486 Mental Health Crisis	422,100	434,300	416,051	392,400	(41,900)	(9.6)
*** Operations Central	14,338,100	14,559,700	14,084,043	14,497,000	(62,700)	(0.4)
P425 East	11,128,600	11,520,900	11,116,122	11,629,400	108,500	0.9
P435 Canine	30,700	30,700	36,099	30,700		
P490 QRU - East Patrol	804,900	823,800	842,840	825,600	1,800	0.2
*** Operations East	11,964,200	12,375,400	11,995,061	12,485,700	110,300	0.9
P365 Accidents	225,600	230,200	233,288	231,100	900	0.4
P420 West	10,371,200	10,865,700	10,595,157	10,827,500	(38,200)	(0.4)
P485 Traffic	1,083,700	1,106,200	961,923	1,110,400	4,200	0.4
P495 QRU - West Patrol	803,500	822,500	823,887	826,100	3,600	0.4
*** Operations West	12,484,000	13,024,600	12,614,255	12,995,100	(29,500)	(0.2)
A551 City Watch	122,500	104,100	80,042	104,500	400	0.4
** City Watch	122,500	104,100	80,042	104,500	400	0.4
E123 Comm. Response	230,500	340,800	346,469	345,800	5,000	1.5
P430 Victim Service	230,300	232,700	255,481	251,300	18,600	8.0
P465 Mounted	226,000	233,200	263,155	234,000	800	0.3
P480 CR/CP	1,300,100	1,328,900	1,223,686	1,294,000	(34,900)	(2.6)
P481 Youth Advocate Program	526,000	532,000	555,441	528,700	(3,300)	(0.6)
*** Public Safety	2,635,400	2,771,700	2,724,274	2,758,300	(13,400)	(0.5)
**** Operations Division	59,890,100	61,749,700	61,927,174	62,026,800	277,100	0.4
**** Locked Police Services						
***** HRM Police	81,472,800	83,334,300	83,526,564	84,476,600	1,142,300	1.4
***** Total	81,472,800	83,334,300	83,526,564	84,476,600	1,142,300	1.4

Police Summary of Gross Revenue

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A450 Integrated Emerg Srv	(27,600)		(15,147)			
* Emergency 911 Communications	(27,600)		(15,147)			
** Integrated Emergency Services	(27,600)		(15,147)			
P208 Back Check	(324,200)	(324,200)	(351,851)	(324,200)		
P220 Human Resources			(4,183)			
P225 Training			(4,157)			
P270 Commissionaires	(32,100)	(32,100)	(36,700)	(32,100)		
** Corporate Services	(356,300)	(356,300)	(396,890)	(356,300)		
P235 Extra Duty	(412,400)	(412,400)	(487,476)	(412,400)		
P240 SOTS	(45,000)	(45,000)	(142,667)	(125,000)	(80,000)	177.8
P245 Court Officers			(16,412)			
P265 Records	(500,000)	(500,000)	(436,174)	(500,000)		
P310 R.A.P.I.D.			(1,860)			
P370 Booking	(126,100)	(126,100)	(132,361)	(126,100)		
P460 Sch. Crossing Guard	(200)	(200)	(200)	(200)		
** Operational Support	(1,083,700)	(1,083,700)	(1,216,950)	(1,163,700)	(80,000)	7.4
P110 Professional Stds			(5)			
** Executive Office			(5)			
P105 Chief's Office	(89,700)	(89,700)	(136,297)	(89,700)		
P120 Public Affairs			(33,559)			
P205 Superintendent's Office	(123,300)	(123,300)	(108,473)	(123,300)		
** Chief's Division	(213,000)	(213,000)	(278,330)	(213,000)		
*** Chief's Office	(1,680,600)	(1,653,000)	(1,907,322)	(1,733,000)	(80,000)	4.8
P405 Deputy Operations			(127,930)	(128,100)	(128,100)	
** Deputy Operations			(127,930)	(128,100)	(128,100)	
P313 VICLAS			(25)			
P316 CID	(4,431,300)	(4,661,100)	(4,639,135)	(4,479,100)	182,000	(3.9)
P325 Identification			(5,114)			
P340 Criminal Intel Unit	(228,300)	(236,400)	(243,064)	(236,400)		
P360 GIS	(284,100)					
P375 Major Crime	(199,900)	(109,400)	(117,238)	(237,500)	(128,100)	117.1
** Criminal Investigations Divis	(5,143,600)	(5,006,900)	(5,004,575)	(4,953,000)	53,900	(1.1)
P415 Central	(211,400)	(109,400)	(133,232)	(109,400)		
P470 Port's Policing	(199,300)	(199,300)	(212,480)	(199,300)		
P486 Mental Health Crisis	(208,700)	(216,000)	(224,597)	(216,000)		
** Operations Central	(619,400)	(524,700)	(570,309)	(524,700)		
P425 East	(90,200)		(33,662)			
** Operations East	(90,200)		(33,662)			
P485 Traffic			(122,469)			
** Operations West			(122,469)			
A551 City Watch	(10,000)	(10,000)	(10,000)	(10,000)		
* City Watch	(10,000)	(10,000)	(10,000)	(10,000)		
E123 Comm. Response			(17,920)			
P430 Victim Service	(45,000)	(45,000)	(45,030)	(45,000)		
P480 CR/CP			(2,017)			
P481 Youth Advocate Program			(9,178)			
** Public Safety	(55,000)	(55,000)	(84,145)	(55,000)		
*** Operations Division	(5,908,200)	(5,586,600)	(5,943,091)	(5,660,800)	(74,200)	1.3
**** HRM Police	(7,588,800)	(7,239,600)	(7,850,413)	(7,393,800)	(154,200)	2.1
***** Total	(7,588,800)	(7,239,600)	(7,850,413)	(7,393,800)	(154,200)	2.1

Police Summary Details

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	58,058,100	59,534,600	58,088,677	60,111,900	577,300	1.0
6002 Salaries - Overtime	2,643,000	2,618,000	3,022,195	2,618,000		
6005 PDP & Union Con Incr			(107,457)			
6050 Court Time	1,187,500	1,187,500	1,146,272	1,187,500		
6051 Shift Agreements			67,802			
6052 Shift Differentials	403,700	403,700	285,479	403,700		
6053 Extra Duty	400,000	612,400	619,750	612,400		
6054 Vacation payout			25,840			
6099 Other Allowances	17,000	17,000		17,000		
6100 Benefits - Salaries	10,346,800	11,581,500	11,623,613	11,721,200	139,700	1.2
6110 Vacancy Management	(317,700)	(800,000)		(800,000)		
6150 Honorariums			3,648			
6152 Retirement Incentives	560,000	602,600	561,419	576,000	(26,600)	(4.4)
6153 Severance						
6154 Workers' Compensation	457,800	457,000	192,150	476,100	19,100	4.2
6155 Overtime Meals			20			
6156 Clothing Allowance	418,100	418,100	416,850	418,100		
6157 stipends			1,500			
6199 Comp & Ben InterDept	450,500	459,500	424,107	592,700	133,200	29.0
9200 HR CATS Wage/Ben			25,041			
9210 HR CATS OT Wage/Ben			6,836			
* Compensation and Benefits	74,624,800	77,091,900	76,403,741	77,934,600	842,700	1.1
6201 Telephone	373,000	168,500	166,818	168,500		
6202 Courier/Postage	29,100	29,100	32,728	29,100		
6203 Office Furn/Equip	111,700	101,700	223,212	101,700		
6204 Computer S/W & Lic	118,000	118,000	66,933	118,000		
6205 Printing & Reprod	3,600	3,600	5,241	3,600		
6207 Office Supplies	147,200	134,200	138,540	134,200		
6299 Other Office Expenses						
* Office	782,600	555,100	633,472	555,100		
6302 Legal Fees	176,400	60,400	141,430	60,400		
6303 Consulting Fees	37,900	37,900	46,232	37,900		
6304 Janitorial Services	52,000	52,000	69,668	52,000		
6311 Security		15,000	75,493	115,000	100,000	666.7
6312 Refuse Collection	15,000	15,000	20,489	15,000		
6315 Outside Policing	450,000	432,500	253,185	337,000	(95,500)	(22.1)
6399 Contract Services	1,794,400	2,250,100	2,033,688	2,104,200	(145,900)	(6.5)
* External Services	2,525,700	2,862,900	2,640,185	2,721,500	(141,400)	(4.9)
6401 Uniforms & Clothing	164,100	189,200	279,038	189,200		
6402 Med & First Aid Supp			1,547			
6403 Patrol Equip Supplies	342,000	376,400	427,785	376,400		
6404 Rec Prog Supplies						
6405 Photo Supp & Equip	20,000	20,000	17,294	20,000		
6407 Clean/Sani Supplies	5,700	5,700	5,464	5,700		
6499 Other Supplies	4,900	4,900	3,686	4,900		
* Supplies	536,700	596,200	734,814	596,200		
6504 Hardware			1,165			
6505 Lubricants						
6515 Stone and Gravel						
6517 Paint			1,017			
6599 Other Materials			443			
* Materials			2,625			

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6602 Electrical			3,005			
6607 Electricity	6,400	6,400	6,941	6,400		
6610 Building - Exterior						
6611 Building - Interior			650			
6612 Safety Systems						
6699 Other Building Cost	66,100	47,300	50,977	47,300		
* Building Costs	72,500	53,700	61,572	53,700		
6701 Equipment Purchase	123,500	427,000	124,916	461,500	34,500	8.1
6702 Small Tools			22			
6703 Computer Equip/Rent	9,500	9,500	6,762	9,500		
6704 Equipment Rental	1,800	1,800	2,180	1,800		
6705 Equip - R&M	190,500	193,500	100,778	193,500		
6706 Computer R&M	8,700	8,700	19,154	8,700		
6708 Mechanical Equipment	4,100	4,100	4,037	4,100		
6711 Communication System	429,500	301,400	203,819	370,400	69,000	22.9
6730 Comm. Circuits	50,000	50,000			(50,000)	(100.0)
6731 Airtime	750,200	494,200	762,968	750,200	256,000	51.8
6732 Mobile Data	60,000					
6733 Site Rentals	19,000	19,000			(19,000)	(100.0)
* Equipment & Communications	1,646,800	1,509,200	1,224,636	1,799,700	290,500	19.2
6803 Vehicle Fuel - Diesel	10,000	3,000	5,259	3,000		
6804 Vehicle Fuel - Gas	1,000	1,000	921	1,000		
6806 Vehicle Rentals			253			
6899 Other Vehicle Expense						
* Vehicle Expense	11,000	4,000	6,433	4,000		
6901 Membership Dues	27,200	27,200	28,129	27,200		
6902 Conferences/Workshop	19,200	19,200	46,257	19,200		
6903 Travel - Local	25,900	25,900	27,922	25,900		
6904 Travel - Out of Town	149,200	222,700	347,738	322,700	100,000	44.9
6905 Training & Education	195,000	225,700	200,683	275,700	50,000	22.2
6906 Licenses & Agreements	14,000	14,000	30,585	14,000		
6907 Commission Fees			60			
6911 Facilities Rental	778,200	779,800	812,165	880,600	100,800	12.9
6912 Advertising/Promotio	20,500	20,500	29,710	20,500		
6914 Recruiting			1,434			
6915 Research Data Acquis	1,500	1,500		11,500	10,000	666.7
6917 Books and Periodicals	10,400	10,400	10,853	10,400		
6918 Meals	27,300	27,300	19,473	27,300		
6919 Special Projects	23,300	23,300	29,828	23,300		
6928 Committee Expenses	500	500		500		
6933 Community Events			160			
6937 Corporate Training			720			
6938 Rewarding Excellence	9,000	9,000	9,554	9,000		
6999 Other Goods/Services			5,589			
* Other Goods & Services	1,301,200	1,407,000	1,600,861	1,667,800	260,800	18.5
7009 Internal Trfr Other	(500)	(500)	(1,641)	(500)		
7010 IntTrfr Insur Funds						
7011 Int Trf Record Check	(3,300)	(3,300)	(9,930)	(3,300)		
7013 Int Trf Extra Duty		(212,400)	(193,817)	(212,400)		
7015 Int Trf FacilityRent			137			
9911 PM Labour-Reg			522			
* Interdepartmental	(3,800)	(216,200)	(204,729)	(216,200)		
8003 Insurance Pol/Prem	84,600	54,100	63,313	54,100		
8008 Transf to/fr Reserve	(109,300)	(583,600)	(274,560)	(693,900)	(110,300)	18.9
8024 Transf to/fr Capital			634,200			
* Other Fiscal	(24,700)	(529,500)	422,953	(639,800)	(110,300)	20.8
** Total	81,472,800	83,334,300	83,526,564	84,476,600	1,142,300	1.4

Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
4902 Fines Fees			(185)			
4909 False Alarm Recovery	(105,000)	(105,000)	(96,261)	(105,000)		
4910 NSLC Offences	(16,000)					
5250 Sales of Svcs-Other	(545,000)	(545,000)	(442,863)	(545,000)		
5256 SOT Revenue			(71,272)	(80,000)	(80,000)	
* Fee Revenues	(666,000)	(650,000)	(610,582)	(730,000)	(80,000)	12.3
5508 Recov External Parti	(6,308,800)	(5,975,600)	(6,521,414)	(6,049,800)	(74,200)	1.2
5600 Miscellaneous Revenue	(614,000)	(614,000)	(718,417)	(614,000)		
* Other Revenue	(6,922,800)	(6,589,600)	(7,239,831)	(6,663,800)	(74,200)	1.1
** Total	(7,588,800)	(7,239,600)	(7,850,413)	(7,393,800)	(154,200)	2.1
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	73,884,000	76,094,700	75,676,151	77,082,800	988,100	1.3

RCMP Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* External Services	23,000,000	23,750,000	23,651,045	23,750,000		
** Total	23,000,000	23,750,000	23,651,045	23,750,000		
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	23,000,000	23,750,000	23,651,045	23,750,000		

RCMP Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
P710 RCMP	23,000,000	23,750,000	23,651,045	23,750,000		
* RCMP	23,000,000	23,750,000	23,651,045	23,750,000		
** Total	23,000,000	23,750,000	23,651,045	23,750,000		

RCMP Summary of Gross Expenditures

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
P710 RCMP	23,000,000	23,750,000	23,651,045	23,750,000		
* RCMP	23,000,000	23,750,000	23,651,045	23,750,000		
** Total	23,000,000	23,750,000	23,651,045	23,750,000		

RCMP Summary Details

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6315 Outside Policing	23,000,000	23,750,000	23,651,045	23,750,000		
* External Services	23,000,000	23,750,000	23,651,045	23,750,000		
** Total	23,000,000	23,750,000	23,651,045	23,750,000		
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	23,000,000	23,750,000	23,651,045	23,750,000		

Halifax Transit

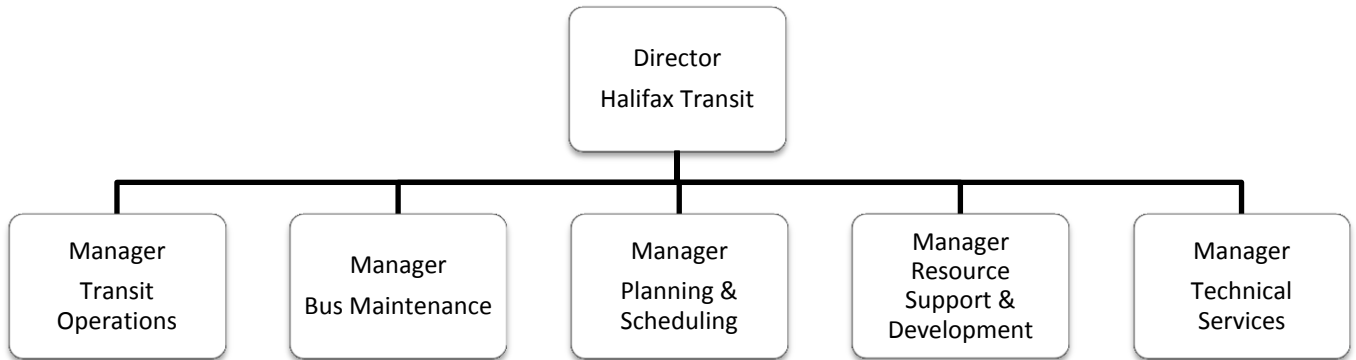
2015/16 Budget and Business Plan

Mission: Working together to provide a safe, reliable and sustainable transit system for all

Halifax Transit Overview

Halifax Transit provides public transit services supporting approximately 19.5 million revenue rides, 27 million transit rides annually. It operates 272 conventional vehicles, as well as 4 ferries, 38 Access-A-Bus vehicles, 20 premium branded MetroLink vehicles, and 25 MetroX vehicles. It employs a workforce of 927 employees and services two transit facilities, three ferry terminals and 11 bus terminals.

Halifax Transit Org Chart



Funded Full Time Equivalent (FTEs)

	2014/15 Approved (Apr 1/14)	2015/16 Proposed Change (+/-)	2015/16 Approved Total FTE's
Funded FTEs Includes full & part-time permanent positions	920.5	1.5	922
Term and Seasonal	3.3	1.4	4.7
Total FTE's	923.8	2.9	926.7

Halifax Transit Operating Budget Overview

Halifax Transit Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	62,489,700	67,118,400	65,836,849	70,932,000	3,813,600	5.7
* Office	934,300	1,677,500	664,647	1,003,300	(674,200)	(40.2)
* External Services	808,200	1,635,000	2,025,826	1,897,400	262,400	16.0
* Supplies	1,172,900	952,450	1,000,309	1,076,600	124,150	13.0
* Materials		38,000	49,347	40,900	2,900	7.6
* Building Costs	155,000	2,187,350	3,048,313	2,111,700	(75,650)	(3.5)
* Equipment & Communications	694,000	860,700	851,506	797,600	(63,100)	(7.3)
* Vehicle Expense	20,584,600	20,372,100	21,848,875	18,508,600	(1,863,500)	(9.1)
* Other Goods & Services	1,328,100	1,476,200	1,541,614	1,904,000	427,800	29.0
* Interdepartmental	2,016,300	14,000	(156,474)	(86,000)	(100,000)	(714.3)
* Debt Service	6,564,000	5,426,900	5,394,211	4,385,100	(1,041,800)	(19.2)
* Other Fiscal	9,551,900	9,264,000	8,497,115	9,934,500	670,500	7.2
** Total	106,299,000	111,022,600	110,602,139	112,505,700	1,483,100	1.3
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Tax Revenue	(31,930,000)	(33,342,100)	(33,481,945)	(33,748,500)	(406,400)	1.2
* Area Rate Revenue	(40,910,000)	(42,730,000)	(42,679,224)	(43,304,800)	(574,800)	1.3
* Fee Revenues	(32,594,400)	(34,123,000)	(33,521,508)	(34,568,500)	(445,500)	1.3
* Other Revenue	(792,700)	(827,500)	(919,462)	(883,900)	(56,400)	6.8
** Total	(106,227,100)	(111,022,600)	(110,602,139)	(112,505,700)	(1,483,100)	1.3
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	71,900					

Halifax Transit Budget Overview by Service Area

Halifax Transit Service Area Budget Overview

Service Area	2013 Budget	2014 Budget	2014 Approved	2015 Budget	2015 Bud Var.	Var. %
Access-A-Bus Summary of Expense & Revenue Types	5,098,500	5,268,800	5,245,350	6,033,500	764,700	15%
Conventional Service Summary of Expense & Revenue Types	48,508,900	48,586,000	49,098,701	50,519,800	1,933,800	4%
Ferry Service Summary of Expense & Revenue Types	2,131,900	2,601,100	2,117,024	2,467,100	(134,000)	-5%
Fiscal Transit Summary of Expense & Revenue Types	(55,667,400)	(59,547,100)	(61,079,979)	(62,363,700)	(2,816,600)	5%
Halifax Transit Facilities Summary of Expense & Revenue Types		3,091,200	4,618,903	3,343,300	252,100	8%
Total	71,900					

Halifax Transit Key Metrics

Key Metrics and Drivers	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Projection	Target
Compensation as a % of operating expenditures	57.76%	58.47%	69.08%	68.87%	73.63%
Expenditures* per dwelling (191,579)	\$192	\$176	\$285	\$319	\$318

*operating expenditures less fee revenue

Halifax Transit Operational Key Performance Indicators

Key Performance Indicators	Division	13/14 Actual	14/15 Projection	% change
Service Utilization (passengers per capita)	Bus & Ferry	64.36	63.18	-1.8%
Service Utilization (passengers per service hour)	Bus & Ferry	26.43	24.84	-6.0%
Amount of Service (service hours per capita)	Bus & Ferry	2.43	2.54	+4.7%
Cost Effectiveness (operating expense per passenger)	Bus & Ferry	\$4.08	\$4.20	+2.9%
Average Fare (passenger revenue per passenger)	Bus & Ferry	\$1.64	\$1.78	+8.8%
Financial (cost recovery)	Bus & Ferry	41%	43%	+3.7%
Financial (cost recovery)	All	39%	40%	+2.9%
Customer Service (requests addressed within standard)	All	72%	94%	+30.6%
Operational Customer Satisfaction (passenger survey)	All	61%	65%	+6.6%

Bus & Ferry does not include Access-A-Bus

Halifax Transit Strategic Initiatives for 2015/16

Strategic Alignment	
HT 1.01	Transportation Theme - Asset and Service Plan
Transit Asset & Infrastructure Renewal With the goal of creating an environment that promotes transit as a competitor to the single occupant vehicle, Halifax Transit will continue investment in the renewal of on-street infrastructure including terminals and stop locations as well as replacement of vehicles and vessels.	
HT 1.02	Transportation Theme - Integrated Mobility
Transit Service Plan To ensure Halifax Transit is offering the residents the best transit system that promotes high ridership opportunity and fosters future sustainability, Halifax Transit is undertaking a multi-year initiative that includes a holistic and comprehensive review of the transit system and implementation of approved recommendations.	
HT 1.03	Transportation Theme - Technology
Transit Technology Through the implementation of improved transit technology including Computer Aided Dispatch/Automated Vehicle Location (CAD/AVL), Electronic Fare Management Systems, and Bus Stop Announcement, Halifax Transit is transforming the way customers interact with the transit system. In addition to providing improved service reliability and enhanced customer experience, new technology will provide data and management opportunities to inform increased efficiency of the transit system.	

Summary of 2015/16 Halifax Transit Changes

Cost Reduction Initiatives	Proposed 15/16 Savings
Bus Maintenance – New tire contract, collaborating with Youth Live, improved warranty recovery	\$250,000
Ferry maintenance	\$100,000
Reduction in printed media – guides, maps, inserts	\$50,000
Fleet Focus	TBD
Absenteeism Reduction 1%	\$417,000
Vacancy Management	\$800,000
Wage Step Savings	\$300,000
Total to offset Base Cost increase	\$1,917,000

New or Expanded Service	Proposed 15/16 Cost
Service continuity during Macdonald Bridge redecking project <ul style="list-style-type: none"> • Shuttle service and route detours (\$1,125,606) • Additional Alderney Ferry service (\$457,650) • Additional Access-A-Bus service (\$270,786) 	\$1,854,041

New or Expanded Service	Proposed 15/16 Cost
New Lacewood Transit Terminal and related routing adjustments	\$320,000
Additional Accessible Low Floor Routes - Route 80 Sackville, Route 81 Hemlock Ravine	TBD
Total New or Expanded Service Costs	\$2,174,041

2015/16 Halifax Transit Service Area Plans

Access-A-Bus Service:

Access-A-Bus service provides a specialized shared ride, demand-based, door-to-door transit service for persons who are unable to use the conventional transit system due to physical or cognitive disabilities, and are declared eligible through a registration process. The Access-A-Bus service supplements the Metro Transit fixed route system. The service area coverage includes locations that are within 1000 metres of an existing conventional route. Access-A-Bus utilizes 38 vehicles, traveling 1,500,000 kilometers annually to provide more than 160,000 passenger trips each year.

Services Delivered:

- Paratransit service for persons who are unable to use the conventional transit system.

Access-A-Bus Budget Overview

Access-A-Bus Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	4,317,600	4,646,800	4,518,388	5,118,700	471,900	10.2
* Office						
* Supplies	72,500	22,000	46,509	60,600	38,600	175.5
* Vehicle Expense	360,000	350,000	367,159	389,000	39,000	11.1
* Other Goods & Services	18,300		2,560	34,500	34,500	
* Interdepartmental	550,100	500,000	558,577	700,700	200,700	40.1
** Total	5,318,500	5,518,800	5,493,194	6,303,500	784,700	14.2
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(220,000)	(250,000)	(247,725)	(270,000)	(20,000)	8.0
* Other Revenue			(118)			
** Total	(220,000)	(250,000)	(247,843)	(270,000)	(20,000)	8.0
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	5,098,500	5,268,800	5,245,350	6,033,500	764,700	14.5

Conventional Transit Service:

Conventional Transit provides a network of routes that operate throughout the defined service area. This service ensures the mobility of over 27 million passenger trips annually and travels more than 18,000,000 kilometres.

The Bus Maintenance division supports all transit service operations through the provision of repair and preventative maintenance services.

Services Delivered:

- 60 fixed-route services
- 2 MetroLink limited stop bus rapid routes
- 3 MetroX express routes to outlying rural areas

Conventional Transit Service Budget Overview

Conventional Service Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	54,651,700	58,376,300	57,351,288	62,110,800	3,734,500	6.4
* Office	891,300	913,000	656,919	967,200	54,200	5.9
* External Services	410,000	351,000	331,257	452,500	101,500	28.9
* Supplies	1,001,200	862,200	876,560	950,200	88,000	10.2
* Materials			7,333			
* Building Costs	115,000	93,000	57,234	137,500	44,500	47.8
* Equipment & Communications	689,000	654,000	591,631	604,500	(49,500)	(7.6)
* Vehicle Expense	19,135,400	18,833,100	20,478,426	17,181,500	(1,651,600)	(8.8)
* Other Goods & Services	1,141,000	1,377,500	1,419,219	1,680,800	303,300	22.0
* Interdepartmental	1,466,200	(500,000)	(739,464)	(800,700)	(300,700)	60.1
* Other Fiscal						
** Total	79,500,800	80,960,100	81,030,403	83,284,300	2,324,200	2.9
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(30,202,600)	(31,550,000)	(31,031,715)	(31,884,000)	(334,000)	1.1
* Other Revenue	(789,300)	(824,100)	(899,987)	(880,500)	(56,400)	6.8
** Total	(30,991,900)	(32,374,100)	(31,931,702)	(32,764,500)	(390,400)	1.2
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	48,508,900	48,586,000	49,098,701	50,519,800	1,933,800	4.0

Ferry Service:

Halifax Transit operates a network of two fixed ferry routes providing public transit services to the residents of HRM within Halifax Harbour. Ferry Service serves 1,400,000 riders each year with passenger terminals located in Dartmouth, Halifax, and Woodside. Metro Transit supports ferry service operations through the provision of repair and preventative maintenance services.

Services Delivered:

- Service between Dartmouth and Halifax
- Service between Halifax and Woodside
- Extra Service
- Ferry Boat / Pontoon Maintenance

Ferry Service Budget Overview

Ferry Service Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	2,826,800	3,221,500	2,984,638	3,253,000	31,500	1.0
* Office	7,500	1,000	1,228	1,000		
* External Services	364,000	430,000	418,488	490,000	60,000	14.0
* Supplies	36,000	34,000	11,111	44,000	10,000	29.4
* Materials			127			
* Building Costs	40,000	50,000	23,404	55,000	5,000	10.0
* Equipment & Communications	5,000	5,000	365	2,000	(3,000)	(60.0)
* Vehicle Expense	905,000	1,060,000	797,146	901,000	(159,000)	(15.0)
* Other Goods & Services	51,000	53,000	82,081	124,500	71,500	134.9
* Interdepartmental			1,361			
** Total	4,235,300	4,854,500	4,319,949	4,870,500	16,000	0.3
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(2,100,000)	(2,250,000)	(2,183,568)	(2,400,000)	(150,000)	6.7
* Other Revenue	(3,400)	(3,400)	(19,357)	(3,400)		
** Total	(2,103,400)	(2,253,400)	(2,202,925)	(2,403,400)	(150,000)	6.7
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	2,131,900	2,601,100	2,117,024	2,467,100	(134,000)	(5.2)

2015/16 Halifax Transit - Key Deliverables

Strategic Alignment	15/16 Deliverables
Transportation Theme - Asset and Service Plan	<p>Ferry Replacement - Construct / Fit-out / Certify To support sustainable ferry operations into the future by implementing the Ferry Replacement project with the construction, fit out and certification of a replacement ferry.</p>
Transportation Theme - Asset and Service Plan	<p>Burnside Transit Centre Expansion Complete a functional analysis study to determine the potential of expanding the Burnside Transit Centre and other options to increase bus storage/maintenance capacity.</p>
Transportation Theme - Asset and Service Plan	<p>Halifax Ferry Terminal – Upgrade Upgrade the Halifax Ferry Terminal in order to improve the customer experience and enhance the corporate image. In addition, a site capability analysis is planned to investigate the long term potential for the facility.</p>
Transportation Theme - Asset and Service Plan	<p>Lacewood Terminal – Construct Construct Lacewood Terminal, a 12 bay transit terminal on Lacewood Drive, to include layover space, Operator facilities, an interior passenger waiting area and public washrooms.</p>
Transportation Theme - Asset and Service Plan	<p>Woodside Ferry Terminal – Upgrade Upgrade the Woodside Ferry Terminal in order to improve the customer experience and enhance the corporate image.</p>
Transportation Theme - Integrated Mobility	<p>Commuter Rail Feasibility Study – Complete Complete a feasibility study regarding commuter rail, including public consultation and public transit options.</p>
Transportation Theme - Integrated Mobility	<p>Design Bus Turning Loops Undertake design of a new transit turning loop(s) that will support the new transit network being developed under the Moving Forward Together Plan.</p>
Transportation Theme - Integrated Mobility	<p>Transit Moving Forward Together Plan – Complete Creation of the Moving Forward Together Plan, to include several weeks of public consultation on the draft network starting in January 2015 and a final recommendation on the network presented for discussion in late 2015.</p>
Transportation Theme - Integrated Mobility	<p>Universal Accessibility Plan – Implement Implementation of a Universal Accessibility Plan.</p>
Transportation Theme - Technology	<p>Transit Computer Aided Dispatch/Automated Vehicle Locator System – Implement Implementation of the Computer Aided Dispatch/Automated Vehicle Locator system to provide improved service reliability and real time information to the travelling public. The customers will be able to confirm the location of a bus using a mobile application and the system will provide accuracy of bus stop level information with text and email notification. The CAD/AVL will create a base for upcoming electronic fare management systems.</p>

Strategic Alignment	15/16 Deliverables
Transportation Theme - Technology	Automated Passenger Counting Solution – Implement Implementation of automated passenger counters to allow more accurate counting of passenger boardings and origin destination information to aid better data driven decisions on future improvements. This improved information can be used by Regional Council when considering service adjustments.
Transportation Theme - Technology	Bus Stop Announcement / Text Display System – Implement Implementation of bus stop announcement, a voice call-out and text display system that automatically detects the bus's position using GPS. This new technology will provide improved information to customers, increasing accessibility and transportation options.
Transportation Theme - Technology	Fare Management Solution - Award RFP / Begin Implementation Award of fare management RFP to begin implementation of new technology to allow easy, electronic fare payment, automated transfers, smart fare technology, electronic web purchasing, fare vending machines and re-loadable smart cards.

Fiscal Transit Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	693,600	873,800	862,214	449,500	(424,300)	(48.6)
* Office	35,500	763,500	6,500	35,100	(728,400)	(95.4)
* External Services	34,200		107,300	45,000	45,000	
* Supplies	63,200	25,050	51,300	8,300	(16,750)	(66.9)
* Building Costs		42,750			(42,750)	(100.0)
* Equipment & Communications		13,300	8,400		(13,300)	(100.0)
* Vehicle Expense	184,200	129,000	193,000	34,600	(94,400)	(73.2)
* Other Goods & Services	117,800	45,700	19,700	50,100	4,400	9.6
* Interdepartmental		14,000	(50)	14,000		
* Debt Service	6,564,000	5,426,900	5,394,211	4,385,100	(1,041,800)	(19.2)
* Other Fiscal	9,551,900	9,264,000	8,497,115	9,682,400	418,400	4.5
** Total	17,244,400	16,598,000	15,139,691	14,704,100	(1,893,900)	(11.4)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Tax Revenue	(31,930,000)	(33,342,100)	(33,481,945)	(33,748,500)	(406,400)	1.2
* Area Rate Revenue	(40,910,000)	(42,730,000)	(42,679,224)	(43,304,800)	(574,800)	1.3
* Fee Revenues	(71,800)	(73,000)	(58,500)	(14,500)	58,500	(80.1)
** Total	(72,911,800)	(76,145,100)	(76,219,669)	(77,067,800)	(922,700)	1.2
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	(55,667,400)	(59,547,100)	(61,079,979)	(62,363,700)	(2,816,600)	4.7

Halifax Transit Facilities Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits			120,321			
* External Services		854,000	1,168,781	909,900	55,900	6.5
* Supplies		9,200	14,829	13,500	4,300	46.7
* Materials		38,000	41,887	40,900	2,900	7.6
* Building Costs		2,001,600	2,967,676	1,919,200	(82,400)	(4.1)
* Equipment & Communications		188,400	251,109	191,100	2,700	1.4
* Vehicle Expense			13,143	2,500	2,500	
* Other Goods & Services			18,054	14,100	14,100	
* Interdepartmental			23,102			
* Other Fiscal				252,100	252,100	
** Total		3,091,200	4,618,903	3,343,300	252,100	8.2
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit		3,091,200	4,618,903	3,343,300	252,100	8.2

Halifax Transit Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
R680 Facilities - Ragged Lake		1,240,000	1,427,193	1,046,700	(193,300)	(15.6)
R681 Facilities - Burnside		1,151,200	1,789,421	1,130,900	(20,300)	(1.8)
R682 Facil-Ferry Terminal		300,000	778,696	654,700	354,700	118.2
R683 Facil-Other Property		400,000	623,593	511,000	111,000	27.8
*** Transit Facilities		3,091,200	4,618,903	3,343,300	252,100	8.2
R652 Access-A - Bus Operations	5,098,500	5,268,800	5,245,350	6,033,500	764,700	14.5
*** Access-A-Bus Service	5,098,500	5,268,800	5,245,350	6,033,500	764,700	14.5
*** Community Transit Service						
R624 HT Director's Office	3,350,100	1,612,800	1,843,538	1,736,300	123,500	7.7
R631 Revenue	(30,895,000)	(32,245,000)	(31,721,900)	(32,534,000)	(289,000)	0.9
R637 Service Development	949,800	1,082,700	940,223	1,239,100	156,400	14.4
R952 Smart Trip Program	71,900	12,100	36,938	(50,500)	(62,600)	(517.4)
** Halifax Transit Administratio	(26,523,200)	(29,537,400)	(28,901,201)	(29,609,100)	(71,700)	0.2
R640 Technical Services	1,012,800	1,504,900	1,156,496	1,695,000	190,100	12.6
R657 Security	547,000	541,900	559,400	813,100	271,200	50.0
** Halifax Transit - Technical Se	1,559,800	2,046,800	1,715,896	2,508,100	461,300	22.5
R932 BTC Facility Maintenance	716,000	714,000	952,165	588,400	(125,600)	(17.6)
R935 Bus Rebuild Program		4,900	131,345	8,300	3,400	69.4
R938 BTC Bus Maintenance	11,213,600	11,622,200	9,125,703	11,857,500	235,300	2.0
R962 RLTC Facility Maint	125,000	120,000	216,721	116,500	(3,500)	(2.9)
R963 RLTC Bus Maint	7,093,900	7,857,600	11,072,232	8,234,800	377,200	4.8
** Halifax Transit - Bus Maintena	19,148,500	20,318,700	21,498,166	20,805,500	486,800	2.4
R656 Safety and Training	592,400	628,200	757,814	816,900	188,700	30.0
R658 Resource Sup & Dev	913,100	981,800	814,857	1,180,800	199,000	20.3
** Halifax Transit - Resource Sup	1,505,500	1,610,000	1,572,671	1,997,700	387,700	24.1
R635 BTC Operators	23,190,200	23,854,000	23,988,958	24,840,400	986,400	4.1
R636 Service Supervisors	3,072,600	3,286,400	3,203,397	3,347,600	61,200	1.9
R638 BTC & RLTC Bus Ops	12,248,000	11,370,300	10,877,202	10,074,200	(1,296,100)	(11.4)
R659 RLTC Operations		71,500	52,730		(71,500)	(100.0)
R670 RLTC Operators	14,307,500	15,565,700	15,090,882	16,555,400	989,700	6.4
** Halifax Transit - Bus Operatio	52,818,300	54,147,900	53,213,168	54,817,600	669,700	1.2
*** Conventional Service	48,508,900	48,586,000	49,098,701	50,519,800	1,933,800	4.0
R661 Ferry Operations	2,131,900	2,601,100	2,117,024	2,467,100	(134,000)	(5.2)
*** Ferry Service	2,131,900	2,601,100	2,117,024	2,467,100	(134,000)	(5.2)
M701 Fiscal Transit	(62,231,400)	(64,974,000)	(66,474,140)	(66,748,800)	(1,774,800)	2.7
R671 Halifax Tr. Debt Chg	6,564,000	5,426,900	5,394,161	4,385,100	(1,041,800)	(19.2)
*** Fiscal Transit	(55,667,400)	(59,547,100)	(61,079,979)	(62,363,700)	(2,816,600)	4.7
**** Total	71,900					

Halifax Transit Summary of Gross Expenditures

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
R680 Facilities - Ragged Lake		1,240,000	1,427,193	1,046,700	(193,300)	(15.6)
R681 Facilities - Burnside		1,151,200	1,789,421	1,130,900	(20,300)	(1.8)
R682 Facil-Ferry Terminal		300,000	778,696	654,700	354,700	118.2
R683 Facil-Other Property		400,000	623,593	511,000	111,000	27.8
*** Transit Facilities		3,091,200	4,618,903	3,343,300	252,100	8.2
R652 Access-A -Bus Operations	5,318,500	5,518,800	5,493,194	6,303,500	784,700	14.2
*** Access-A-Bus Service	5,318,500	5,518,800	5,493,194	6,303,500	784,700	14.2
*** Community Transit Service						
R624 HT Director's Office	3,350,100	1,612,800	1,846,576	1,736,300	123,500	7.7
R631 Revenue			(55)			
R637 Service Development	949,800	1,082,700	940,223	1,239,100	156,400	14.4
R952 Smart Trip Program	95,000	62,600	45,824		(62,600)	(100.0)
** Halifax Transit Administratio	4,394,900	2,758,100	2,832,567	2,975,400	217,300	7.9
R640 Technical Services	1,012,800	1,504,900	1,156,496	1,695,000	190,100	12.6
R657 Security	547,000	541,900	559,400	813,100	271,200	50.0
** Halifax Transit - Technical Se	1,559,800	2,046,800	1,715,896	2,508,100	461,300	22.5
R932 BTC Facility Maintenance	716,000	714,000	952,165	588,400	(125,600)	(17.6)
R935 Bus Rebuild Program		4,900	131,345	8,300	3,400	69.4
R938 BTC Bus Maintenance	11,221,600	11,635,000	9,223,257	11,929,500	294,500	2.5
R962 RLTC Facility Maint	125,000	120,000	216,721	116,500	(3,500)	(2.9)
R963 RLTC Bus Maint	7,099,700	7,863,400	11,078,082	8,282,800	419,400	5.3
** Halifax Transit - Bus Maintena	19,162,300	20,337,300	21,601,570	20,925,500	588,200	2.9
R656 Safety and Training	592,400	628,200	757,814	816,900	188,700	30.0
R658 Resource Sup & Dev	913,100	981,800	814,857	1,180,800	199,000	20.3
** Halifax Transit - Resource Sup	1,505,500	1,610,000	1,572,671	1,997,700	387,700	24.1
R635 BTC Operators	23,250,200	23,914,000	24,078,139	24,900,400	986,400	4.1
R636 Service Supervisors	3,072,600	3,286,400	3,203,397	3,347,600	61,200	1.9
R638 BTC & RLTC Bus Ops	12,248,000	11,370,300	10,877,390	10,074,200	(1,296,100)	(11.4)
R659 RLTC Operations		71,500	52,730		(71,500)	(100.0)
R670 RLTC Operators	14,307,500	15,565,700	15,096,043	16,555,400	989,700	6.4
** Halifax Transit - Bus Operatio	52,878,300	54,207,900	53,307,698	54,877,600	669,700	1.2
*** Conventional Service	79,500,800	80,960,100	81,030,403	83,284,300	2,324,200	2.9
R661 Ferry Operations	4,235,300	4,854,500	4,319,949	4,870,500	16,000	0.3
*** Ferry Service	4,235,300	4,854,500	4,319,949	4,870,500	16,000	0.3
M701 Fiscal Transit	10,680,400	11,171,100	9,745,529	10,319,000	(852,100)	(7.6)
R671 Halifax Tr. Debt Chg	6,564,000	5,426,900	5,394,161	4,385,100	(1,041,800)	(19.2)
*** Fiscal Transit	17,244,400	16,598,000	15,139,691	14,704,100	(1,893,900)	(11.4)
**** Total	106,299,000	111,022,600	110,602,139	112,505,700	1,483,100	1.3

Halifax Transit Summary of Gross Revenue

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
R652 Access-A -Bus Operations	(220,000)	(250,000)	(247,843)	(270,000)	(20,000)	8.0
*** Access-A-Bus Service	(220,000)	(250,000)	(247,843)	(270,000)	(20,000)	8.0
*** Community Transit Service						
R624 HT Director's Office			(3,038)			
R631 Revenue	(30,895,000)	(32,245,000)	(31,721,845)	(32,534,000)	(289,000)	0.9
R952 Smart Trip Program	(23,100)	(50,500)	(8,886)	(50,500)		
** Halifax Transit Administratio	(30,918,100)	(32,295,500)	(31,733,768)	(32,584,500)	(289,000)	0.9
R935 Bus Rebuild Program						
R938 BTC Bus Maintenance	(8,000)	(12,800)	(97,554)	(72,000)	(59,200)	462.5
R963 RLTC Bus Maint	(5,800)	(5,800)	(5,850)	(48,000)	(42,200)	727.6
** Halifax Transit - Bus Maintena	(13,800)	(18,600)	(103,404)	(120,000)	(101,400)	545.2
R635 BTC Operators	(60,000)	(60,000)	(89,181)	(60,000)		
R638 BTC & RLTC Bus Ops			(189)			
R670 RLTC Operators			(5,161)			
** Halifax Transit - Bus Operatio	(60,000)	(60,000)	(94,530)	(60,000)		
*** Conventional Service	(30,991,900)	(32,374,100)	(31,931,702)	(32,764,500)	(390,400)	1.2
R661 Ferry Operations	(2,103,400)	(2,253,400)	(2,202,925)	(2,403,400)	(150,000)	6.7
R668 Locked Ferry Operations						
*** Ferry Service	(2,103,400)	(2,253,400)	(2,202,925)	(2,403,400)	(150,000)	6.7
M701 Fiscal Transit	(72,911,800)	(76,145,100)	(76,219,669)	(77,067,800)	(922,700)	1.2
*** Fiscal Transit	(72,911,800)	(76,145,100)	(76,219,669)	(77,067,800)	(922,700)	1.2
**** Total	(106,227,100)	(111,022,600)	(110,602,139)	(112,505,700)	(1,483,100)	1.3

Halifax Transit Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	45,546,900	47,011,700	45,898,787	50,394,300	3,382,600	7.2
6002 Salaries - Overtime	5,575,600	5,224,200	5,879,440	5,887,800	663,600	12.7
6004 Wages - Overtime						
6005 PDP & Union Con Incr		130,000		308,000	178,000	136.9
6051 Shift Agreements			69,825	35,000	35,000	
6052 Shift Differentials	14,500	14,800	14,236	13,000	(1,800)	(12.2)
6054 Vacation payout			238,183			
6099 Other Allowances			3,174	3,000	3,000	
6100 Benefits - Salaries	9,159,000	10,559,100	10,837,045	11,065,200	506,100	4.8
6110 Vacancy Management		(1,000,000)		(800,000)	200,000	(20.0)
6152 Retirement Incentives	396,900	408,700	378,567	413,700	5,000	1.2
6153 Severance						
6154 Workers' Compensation	2,549,600	2,656,100	2,732,146	2,673,600	17,500	0.7
6155 Overtime Meals	13,500	13,700	19,431	13,900	200	1.5
6156 Clothing Allowance	108,000	129,700	127,180	126,600	(3,100)	(2.4)
6158 WCB Recov Earnings	(18,000)	(18,300)	(43,832)	(18,300)		
6199 Comp & Ben InterDept	(856,300)	1,988,700	(436,373)	816,200	(1,172,500)	(59.0)
9200 HR CATS Wage/Ben			87,678			
9210 HR CATS OT Wage/Ben			31,361			
* Compensation and Benefits	62,489,700	67,118,400	65,836,849	70,932,000	3,813,600	5.7
6201 Telephone	122,400	156,000	156,843	156,000		
6202 Courier/Postage	27,400	10,000	10,795	38,000	28,000	280.0
6203 Office Furn/Equip	56,000	30,000	42,315	30,000		
6204 Computer S/W & Lic	325,500	370,000	149,880	380,000	10,000	2.7
6205 Printing & Reprod	324,000	315,000	241,319	330,000	15,000	4.8
6207 Office Supplies	43,500	33,000	63,494	34,200	1,200	3.6
6290 Office Transfer	35,500	763,500		35,100	(728,400)	(95.4)
6299 Other Office Expenses						
* Office	934,300	1,677,500	664,647	1,003,300	(674,200)	(40.2)
6301 Professional Fees				1,500	1,500	
6302 Legal Fees	40,000	1,000	7,643	1,000		
6303 Consulting Fees						
6304 Janitorial Services	6,000	370,000	553,688	536,300	166,300	44.9
6308 Snow Removal		300,000	506,990	216,600	(83,400)	(27.8)
6310 Outside Personnel	310,000	350,000	355,235	400,000	50,000	14.3
6311 Security	418,000	400,000	356,218	511,000	111,000	27.8
6312 Refuse Collection			76,058	55,500	55,500	
6390 Ext Svc Transfer	34,200			45,000	45,000	
6399 Contract Services		214,000	169,994	130,500	(83,500)	(39.0)
* External Services	808,200	1,635,000	2,025,826	1,897,400	262,400	16.0
6401 Uniforms & Clothing	684,600	482,700	563,834	616,700	134,000	27.8
6402 Med & First Aid Supp	5,000	6,000	3,956	6,000		
6403 Patrol Equip Supplies	1,500	5,000	2,220	5,000		
6406 Bridge Tolls	414,100	422,000	413,997	424,600	2,600	0.6
6407 Clean/Sani Supplies	6,000	4,000	15,030	17,500	13,500	337.5
6409 Personal Protect Equ						
6490 Supplies Transfer	61,700	23,550		6,800	(16,750)	(71.1)
6499 Other Supplies		9,200	1,273		(9,200)	(100.0)
* Supplies	1,172,900	952,450	1,000,309	1,076,600	124,150	13.0

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6502 Chemicals			126			
6504 Hardware			14,357	9,800	9,800	
6505 Lubricants						
6506 Lumber						
6507 Propane			6,340	8,500	8,500	
6511 Salt			229			
6515 Stone and Gravel			1,048			
6516 Topsoil			33			
6517 Paint			19,782	22,600	22,600	
6519 Welding Supplies			7,333			
6599 Other Materials		38,000	98		(38,000)	(100.0)
* Materials		38,000	49,347	40,900	2,900	7.6
6602 Electrical			74,458	41,600	41,600	
6603 Grnds & Landscaping			34,684	33,700	33,700	
6604 Bus Gates/Shltr-R&M	10,000	20,000	21,740	73,600	53,600	268.0
6605 Municipal Taxes	3,000	3,000	4,640	5,000	2,000	66.7
6606 Heating Fuel			297,560	244,700	244,700	
6607 Electricity			1,135,368	961,700	961,700	
6608 Water			110,546	89,700	89,700	
6609 Elevator & Escalator			19,936	19,200	19,200	
6610 Building - Exterior			424,570	133,400	133,400	
6611 Building - Interior			22,394	11,000	11,000	
6612 Safety Systems	19,000	35,000	148,053	114,000	79,000	225.7
6613 Overhead Doors			90,429	17,000	17,000	
6614 Envir Assess/Cleanup			28,494	26,200	26,200	
6616 Natural Gas-Buildings			572,446	248,500	248,500	
6617 Pest Management			16,213	16,400	16,400	
6690 Building Exp Transfe		42,750			(42,750)	(100.0)
6699 Other Building Cost	123,000	2,086,600	46,784	76,000	(2,010,600)	(96.4)
* Building Costs	155,000	2,187,350	3,048,313	2,111,700	(75,650)	(3.5)
6702 Small Tools	53,000	53,000	31,081	53,000		
6703 Computer Equip/Rent	6,000	3,000	3,497	3,000		
6704 Equipment Rental	16,000		7,631	6,300	6,300	
6705 Equip - R&M	304,000	493,400	287,620	255,500	(237,900)	(48.2)
6707 Plumbing & Heating			70,695	53,800	53,800	
6708 Mechanical Equipment			163,584	128,000	128,000	
6711 Communication System	13,000	10,000	6,264	10,000		
6731 Airtime	107,000	100,000	93,391	100,000		
6732 Mobile Data	197,000	190,000	187,743	190,000		
6790 Equipment Transfer	(2,000)	11,300		(2,000)	(13,300)	(117.7)
* Equipment & Communications	694,000	860,700	851,506	797,600	(63,100)	(7.3)
6802 Vehicle R&M	8,402,600	8,447,000	10,300,680	8,636,000	189,000	2.2
6803 Vehicle Fuel - Diesel	11,575,100	11,045,000	10,826,680	9,276,500	(1,768,500)	(16.0)
6804 Vehicle Fuel - Gas	18,700	139,100	17,250	22,000	(117,100)	(84.2)
6805 Tires and Tubes	853,000	805,000	800,623	730,000	(75,000)	(9.3)
6806 Vehicle Rentals	1,000		7,475	9,500	9,500	
6807 Vehicle Leases		7,000			(7,000)	(100.0)
6890 Vehicle Transfer	(15,800)	(71,000)	(200,000)	(165,400)	(94,400)	133.0
6899 Other Vehicle Expense	(250,000)		96,167			
* Vehicle Expense	20,584,600	20,372,100	21,848,875	18,508,600	(1,863,500)	(9.1)

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6901 Membership Dues	30,500	29,500	36,955	53,200	23,700	80.3
6902 Conferences/Workshop	19,500	25,500	12,686	30,000	4,500	17.6
6903 Travel - Local	28,400	32,000	37,722	36,500	4,500	14.1
6904 Travel - Out of Town	36,500	45,000	62,946	62,000	17,000	37.8
6905 Training & Education	150,700	119,200	185,139	306,000	186,800	156.7
6906 Licenses & Agreements	90,900	72,300	84,305	104,100	31,800	44.0
6907 Commission Fees	350,000	360,000	399,600	360,000		
6908 Medical Examinations	27,700	88,000	41,561	91,500	3,500	4.0
6909 Cost of Sales						
6910 Signage			6,323	6,100	6,100	
6911 Facilities Rental	52,000	52,000	61,908	115,000	63,000	121.2
6912 Advertising/Promotio	247,600	500,000	475,256	500,000		
6913 Awards	25,000	20,000	11,250	20,000		
6914 Recruiting	79,000	35,000	21,556	71,000	36,000	102.9
6917 Books and Periodicals						
6918 Meals	2,000	2,000	19,478	14,500	12,500	625.0
6919 Special Projects	20,500			25,000	25,000	
6936 Staff Relations	50,000	50,000	70,873	50,000		
6940 Fencing			2,086			
6990 Gds & Svcs Trsf	20,700	45,700		50,100	4,400	9.6
6999 Other Goods/Services	97,100		11,970	9,000	9,000	
* Other Goods & Services	1,328,100	1,476,200	1,541,614	1,904,000	427,800	29.0
7005 Interdept EXP	2,016,300					
7007 ltnTrsf Paper Recyc						
7009 Internal Trfr Other			(3,578)			
7010 IntTrfr Insur Funds			(170,749)	(100,000)	(100,000)	
7015 Int Trf FacilityRent			135			
7099 Interdept Chargeback		14,000		14,000		
9900 Rev/Exp.Vehicle Rent			667			
9910 PM Shop Expenses			(4,718)			
9911 PM Labour-Reg			21,716			
9972 Truck Stock Chargebk			52			
* Interdepartmental	2,016,300	14,000	(156,474)	(86,000)	(100,000)	(714.3)
8011 Interest on Debentur	875,000	769,700	736,986	606,700	(163,000)	(21.2)
8012 Principal on Debentu	5,689,000	4,657,200	4,657,225	3,778,400	(878,800)	(18.9)
* Debt Service	6,564,000	5,426,900	5,394,211	4,385,100	(1,041,800)	(19.2)
8008 Transf to/fr Reserve	3,500,000	500,000	(266,885)	3,152,100	2,652,100	530.4
8014 Capital from Operati	6,801,900	8,764,000	8,764,000	6,782,400	(1,981,600)	(22.6)
9000 Prior Yr. Sur/Def	(750,000)					
* Other Fiscal	9,551,900	9,264,000	8,497,115	9,934,500	670,500	7.2
** Total	106,299,000	111,022,600	110,602,139	112,505,700	1,483,100	1.3

Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
4002 Comm. Property Taxes	(31,930,000)	(33,342,100)	(33,481,945)	(33,748,500)	(406,400)	1.2
* Tax Revenue	(31,930,000)	(33,342,100)	(33,481,945)	(33,748,500)	(406,400)	1.2
4204 Area Rate Loc Transi	(25,012,000)	(26,258,000)	(26,193,111)	(26,717,500)	(459,500)	1.7
4205 Area Rate Reg Transp	(15,898,000)	(16,472,000)	(16,486,114)	(16,587,300)	(115,300)	0.7
* Area Rate Revenue	(40,910,000)	(42,730,000)	(42,679,224)	(43,304,800)	(574,800)	1.3
5101 Parking Rentals						
5102 Facilities Rentals			(123,693)	(84,000)	(84,000)	
5201 Fare Revenue	(30,200,000)	(34,050,000)	(33,398,030)	(34,470,000)	(420,000)	1.2
5207 Arts & Crafts Revenue			102			
5222 Access-A-Bus Fare Re	(220,000)					
5224 Ferry Fare Revenue	(2,100,000)					
5450 Other Sales Revenue	(74,400)	(73,000)	113	(14,500)	58,500	(80.1)
* Fee Revenues	(32,594,400)	(34,123,000)	(33,521,508)	(34,568,500)	(445,500)	1.3
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
5503 Advertising Revenue	(640,000)	(640,000)	(664,200)	(650,000)	(10,000)	1.6
5507 Over and Short						
5508 Recov External Parti	(80,800)	(115,600)	(223,889)	(217,000)	(101,400)	87.7
5600 Miscellaneous Revenue	(71,900)	(71,900)	(31,373)	(16,900)	55,000	(76.5)
* Other Revenue	(792,700)	(827,500)	(919,462)	(883,900)	(56,400)	6.8
** Total	(106,227,100)	(111,022,600)	(110,602,139)	(112,505,700)	(1,483,100)	1.3
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	71,900					

Transportation and Public Works

2015/16 Budget and Business Plan

Mission: To deliver public works services and systems that meet the needs and expectations of our communities and citizens.

Transportation and Public Works Overview

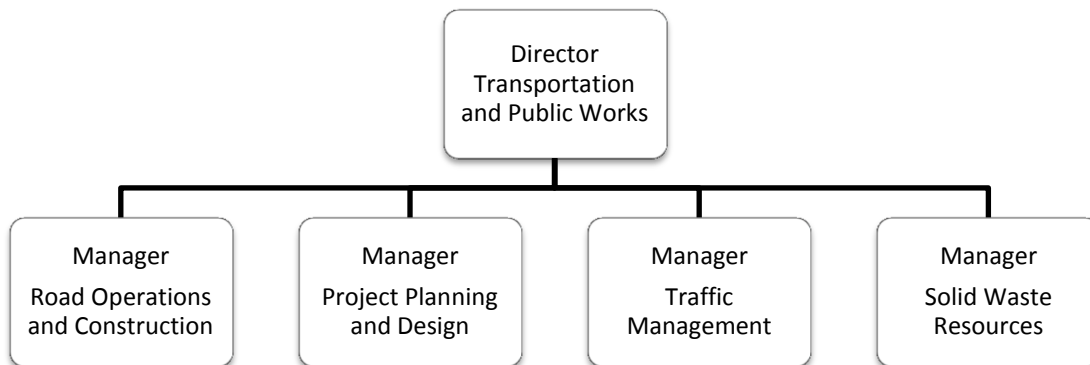
Transportation and Public Works (TPW) consolidates critical and operational-based services that contribute to sustainable public infrastructure and transportation networks.

Through dedicated teamwork and responsible leadership, TPW will continue to balance economic growth, environmental concerns and fiscal responsibility to enhance quality of life to all HRM citizens.

Asset Responsibility:

- 3,766 lane km roads; 2,107 km of curbs; 912 km of sidewalks and 85 bridges maintained
- 265 traffic signals; 42,000 street lights
- 740 km of white & yellow centre lines; 2,408 crosswalks; 2,405 stop bars; 4,005 arrows painted and 500 bike symbols painted
- 8 street sweepers; 3 sidewalk sweepers; 2 graffiti trucks and 64 pieces of snow and ice control equipment
- 178,000 street trees; 9 million park trees
- Collection of recyclables, organics and refuse at 142,000 eligible curbside and condominium serviced properties
- Contract management for the operation and maintenance of 7 solid waste processing facilities

Transportation and Public Works Org Chart



Funded Full Time Equivalents (FTEs)

	2014/15 Approved (Apr 1/14)	2015/16 Proposed Change (+/-)	2015/16 Approved Total FTE's
Funded FTEs Includes full & part-time permanent positions	290	-9.0	281
Term and Seasonal	44.0	21.7	22.3
Total FTE's	334.0	-30.7	303.3

Transportation and Public Works Operating Budget Overview

TPWS Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	21,698,300	19,405,200	21,586,632	20,749,200	1,344,000	6.9
* Office	453,800	236,100	208,271	215,600	(20,500)	(8.7)
* External Services	54,577,800	55,960,900	60,990,119	61,682,000	5,721,100	10.2
* Supplies	251,700	247,800	365,661	220,600	(27,200)	(11.0)
* Materials	3,096,400	2,443,300	4,999,915	2,548,000	104,700	4.3
* Building Costs	6,897,800	7,118,400	5,330,714	5,183,900	(1,934,500)	(27.2)
* Equipment & Communications	2,302,100	2,320,100	10,453,536	216,500	(2,103,600)	(90.7)
* Vehicle Expense	112,600	41,100	35,935	9,700	(31,400)	(76.4)
* Other Goods & Services	2,754,600	1,740,200	1,601,507	2,629,800	889,600	51.1
* Interdepartmental		23,200	(67,773)	23,200		
* Debt Service	2,978,000	2,828,800	2,821,778	2,707,000	(121,800)	(4.3)
* Other Fiscal	1,810,500	2,217,000	3,364,996	494,200	(1,722,800)	(77.7)
** Total	96,933,600	94,582,100	111,691,290	96,679,700	2,097,600	2.2
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Area Rate Revenue	(40,200)	(40,300)	(40,516)	(40,800)	(500)	1.2
* Transfers from other Gov'ts	(2,969,800)	(2,123,100)	(2,482,847)	(2,123,100)		
* Fee Revenues	(13,165,000)	(13,326,000)	(12,677,673)	(12,999,500)	326,500	(2.5)
* Other Revenue	(1,536,900)	(1,748,400)	(2,275,487)	(2,067,800)	(319,400)	18.3
** Total	(17,711,900)	(17,237,800)	(17,476,524)	(17,231,200)	6,600	(0.0)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	79,221,700	77,344,300	94,214,766	79,448,500	2,104,200	2.7

Director/Administration Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	345,900	359,300	359,407	351,100	(8,200)	(2.3)
* Office	12,500	8,000	15,722	8,000		
* External Services	10,000		2,711			
* Supplies	1,000	1,000	770	1,000		
* Materials						
* Building Costs	5,000	30,000	1,500	30,000		
* Equipment & Communications	5,000	3,000	13,348	3,000		
* Other Goods & Services	220,100	159,200	235,581	357,600	198,400	124.6
* Interdepartmental						
** Total	599,500	560,500	629,039	750,700	190,200	33.9
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Other Revenue						
** Total						
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	599,500	560,500	629,039	750,700	190,200	33.9

Transportation and Public Works Budget Overview by Service Area

TPWS Service Area Budget Overview

Service Area	2013 Budget	2014 Budget	2014 Approved	2015 Budget	2015 Bud Var.	Var. %
Director/Administration Summary of Expense & Revenue Types	599,500	560,500	629,039	750,700	190,200	34%
Traffic/RoW Services Summary of Expense & Revenue Types	10,871,900	11,222,800	11,373,971	11,231,700	8,900	0%
MOPS Municipal Operations Summary of Expense & Revenue Types	32,824,400	28,398,800	44,820,667	32,115,700	3,716,900	13%
Design & Construction Services Summary of Expense & Revenue Types	3,387,900	3,143,300	2,833,358	2,983,700	(159,600)	-5%
Solid Waste Services Summary of Expense & Revenue Types	31,538,000	34,018,900	34,557,731	32,366,700	(1,652,200)	-5%
	79,221,700	77,344,300	94,214,766	79,448,500	2,104,200	3%

Transportation and Public Works Key Metrics

Key Metrics and Drivers	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	24%	21%	21%	21%	21%
Expenditures per Dwelling (191,579 dwellings)	527	501	517	546	505

Transportation and Public Works Strategic Initiatives for 2015/16

Strategic Alignment	
TPW 1.01	Healthy Communities – Energy and Environment
Solid Waste Program Improvements Solid Waste Resources will undertake a number of initiatives intended to improve the environmental stewardship and fiscal performance of the waste management system.	
TPW 1.02	Healthy Communities – Energy and Environment
Active Transportation Implement the first year of the 2014-2019 Active Transportation Plan as outlined in the 2015/2016 Capital Program. Develop options for the MacDonald Bridge bikeway connection for both sides of the bridge including proposed budget and partnership opportunities.	
TPW 1.03	Healthy Communities – Pedestrian Safety
Pedestrian Safety To help ensure overall pedestrian safety for HRM residents, TPW will lead a pedestrian safety initiative. This will include preparation of an annual pedestrian safety plan containing a long-term comprehensive plan and recommendations for consideration in the 2015/16 fiscal year. Together with partners in Corporate Communications and HRP, approved engineering, education, and enforcement programs will be implemented.	
TPW 1.04	Transportation – Integrated Mobility
Transportation Capital Works Program HRM will establish road network priorities through the Road Network Priorities Plan. The Plan will outline new and continued improvements to the road networks, including disruption management, corridor improvements, replacement of the traffic signal integration system and equipment installation. Project Planning and Design will be responsible for developing an implementation plan for the Road Network Priorities Plan.	
TPW 1.05	Governance and Communication – ABC's
Road Operations/Halifax Water Relationship Definition Support the review of the proposed Integrated Stormwater Policy	

Summary of 2015/16 Transportation and Public Works Changes

Cost Reduction Initiatives	Proposed 15/16 Savings
Operating efficiencies	550,000
Reduction in training	75,000
Use State of Good Repair funding to action priority street work	150,000

Remove sidewalk rating from operating and review frequency of program (option to fund from Capital)	150,000
One time reduction to street lighting reserve	500,000
Reduction in reserve transfer for cells	2,400,000
Total to offset Base Cost	\$3,825,000

2015/16 Transportation and Public Works Service Area Plans

Road Operations and Construction

Proactively maintains and improves a safe, efficient, aesthetic and clean street, sidewalk, and walkway system for use by HRM residents and visitors. Provides construction inspection services on capital projects for Project Planning and Design and other business units (i.e. Traffic Management, Corporate Real Estate, etc.)

Services Delivered:

- Bridges (Inspection and Maintenance) - Perform the Level 1 inspection and maintenance of bridges to ensure safety and cleanliness.
- Sidewalks (Inspection and Maintenance) - The inspection and maintenance of sidewalks to ensure safety and cleanliness included but not limited to inspection, snow and ice control, repair and cleaning.
- Streets (Inspection and Maintenance) - The inspection and maintenance of streets to ensure safety and cleanliness included but not limited to inspection, snow and ice control, obstruction removal, flood prevention, repair and cleaning.
- Provides construction inspection services of capital projects in support of the refurbishment of HRM's Project Planning and Design roadway assets.
- Provides construction inspection services of capital projects to other HRM Business Units to support their infrastructure needs.
- Urban Forestry – Implementation of the Urban Forest Master Plans and cyclic/reactive pruning and stump removal of HRM trees

Road Operations and Construction Budget Overview

MOPS Municipal Operations Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	13,869,000	11,411,100	13,981,791	12,720,600	1,309,500	11.5
* Office	104,100	61,200	38,540	42,900	(18,300)	(29.9)
* External Services	11,807,100	11,035,200	14,303,717	14,985,000	3,949,800	35.8
* Supplies	158,800	155,000	241,922	127,800	(27,200)	(17.5)
* Materials	2,869,900	2,240,800	4,818,108	2,345,500	104,700	4.7
* Building Costs	204,400	260,400	239,192	231,900	(28,500)	(10.9)
* Equipment & Communications	2,225,500	2,254,500	10,380,026	167,000	(2,087,500)	(92.6)
* Vehicle Expense	81,300	37,600	28,829	6,200	(31,400)	(83.5)
* Other Goods & Services	1,910,400	943,000	765,024	1,488,800	545,800	57.9
* Interdepartmental			34,434			
* Debt Service	18,000	17,700	14,301	17,400	(300)	(1.7)
* Other Fiscal	(383,900)	22,600	26,277	23,400	800	3.5
** Total	32,864,600	28,439,100	44,872,161	32,156,500	3,717,400	13.1
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Area Rate Revenue	(40,200)	(40,300)	(40,516)	(40,800)	(500)	1.2
* Other Revenue			(10,978)			
** Total	(40,200)	(40,300)	(51,494)	(40,800)	(500)	1.2
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	32,824,400	28,398,800	44,820,667	32,115,700	3,716,900	13.1

Road Operations and Construction Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Cost for snow removal operations for 1 km of street	\$4,068	\$4,981	\$4,071	\$5,827
Cost for snow removal operations for 1 km of sidewalk	\$5,998	\$5,259	\$7,802	\$6,153

2015/16 Road Operations and Construction Key Deliverables

Strategic Alignment	15/16 Deliverables
Healthy Communities – Energy and Environment	Urban Orchard Pilot - Plan and implement Complete installation of first Urban Orchard site phase 2
Transportation – Integrated Mobility	Complete third year of Urban Forest Master Plan Complete third year of Urban Forest Master Plan including scheduled cyclical pruning and tree plantings
Transportation – Integrated Mobility	Depot Rationalization Study Define and complete an infrastructure/ depot rationalization review of functions delivered from Eric Spicer, Turner, MacKintosh and Bell Road/Sackville depots to determine required space and necessary

Strategic Alignment	15/16 Deliverables
	updates
Transportation – Integrated Mobility	Review all In-House snow routes Review all In-House snow routes, redefine any boundary changes as required
Transportation – Integrated Mobility	Review of Street and Sidewalk Contracts Complete internal review of Winter Works Operation
Financial Responsibility – Performance Management	Define Road Operations and Construction Key Performance Indicators Define Road Operations KPIs and produce a system to review the achievement of those key indicators ensuring attainment in 95% of all indicators

Project Planning and Design

Delivers road asset-related professional and technical services including surveying, engineering design, infrastructure management and records management. This unit is the asset manager for HRM's streets, roads, sidewalks, curbs and bridges.

Services Delivered:

- Roadway Assets (Project Planning & Design capital program) - Provides surveying and/or design in support of the refurbishment of HRM's roadway assets.
- Roadway Assets (In support of other Business Units) - Provides surveying and/or design services to HRM Business Units to support their infrastructure needs.
- Roadway Asset Management (In support of the Enterprise Asset Management initiative) - PPD staff continues to rate the condition of the roadway assets (i.e., asphalt, sidewalk, curb and gutter and bridges)

Project Planning and Design Budget Overview

Design & Construction Services Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	3,101,000	2,949,600	2,707,831	2,844,200	(105,400)	(3.6)
* Office	75,200	51,700	32,737	49,500	(2,200)	(4.3)
* External Services	89,700	39,700	17,548	39,700		
* Supplies	4,500	3,200	2,730	3,200		
* Materials						
* Equipment & Communications	45,900	38,900	31,507	22,800	(16,100)	(41.4)
* Other Goods & Services	71,600	60,200	40,674	24,300	(35,900)	(59.6)
* Interdepartmental			420			
** Total	3,387,900	3,143,300	2,833,448	2,983,700	(159,600)	(5.1)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues						
* Other Revenue			(90)			
** Total			(90)			
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	3,387,900	3,143,300	2,833,358	2,983,700	(159,600)	(5.1)

Project Planning and Design Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Remaining km of gravel roads to be paved (based on street locations that were successfully petitioned)	4.4	0.3	2 ¹	TBD
Average SDI (Surface Distress Index)	7.4	7.42	7.36 ²	TBD

Notes:

1. At the end of 2013/14, it was projected that all gravel roads identified for paving on the capital list were to be completed. However, additional roads were identified for the 2014/15 capital program.
2. The number for 2014/15 is projected, and will be confirmed upon final assessment of data.

2015/16 Project Planning and Design Key Deliverables

Strategic Alignment	15/16 Deliverables
Transportation – Asset and Service Plan	10-year Pavement Investment Strategy Develop a framework that supports the development of a strategic 10 year pavement capital program. To be completed prior to end of Q1.
Transportation – Asset and Service Plan	Bridge Capital / Maintenance Upgrade Implement the 2015/16 recommendations as prescribed in the 2013

	Level II bridge inspection report. As a note the Level II bridge inspection is conducted on a 3 year cycle.
Transportation – Asset and Service Plan	Complete tenders Tender a minimum of 90% of the Project Planning and Design Services 2015/16 capital program by the Fall 2015.
Transportation - Technology	Pavement Management System – Implement In partnership with ICT procure a new Pavement Management System and have it fully operational prior to end of Q4.

Traffic Management

Traffic Management provides for the safe and efficient management of HRM's transportation system network including traffic flow, traffic signal/street light maintenance, signage and traffic markings. It also coordinates and manages HRM right of way balancing competing demands for space.

Services Delivered:

- Right of Way Approvals/Permitting/Utility Inspection - Provide regulation of all activities within the right of way to ensure that the integrity of the roadway infrastructure and operation is protected.
- Traffic Operations - Management and operation of the roadway network.

Traffic Management Budget Overview

Traffic & Right of Way Services Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	3,188,200	3,428,100	3,234,342	3,594,900	166,800	4.9
* Office	103,200	24,100	18,656	24,100		
* External Services	1,055,200	1,240,200	2,215,156	2,305,600	1,065,400	85.9
* Supplies	84,300	84,500	114,954	84,500		
* Materials	226,500	202,500	181,584	202,500		
* Building Costs	6,667,100	6,806,700	5,085,871	4,900,700	(1,906,000)	(28.0)
* Equipment & Communications	23,700	23,700	28,655	23,700		
* Vehicle Expense	3,500	3,500	6,037	3,500		
* Other Goods & Services	148,500	147,800	128,804	114,100	(33,700)	(22.8)
* Interdepartmental		(40,000)	(165,224)	(40,000)		
* Other Fiscal			1,158,047	676,400	676,400	
** Total	11,500,200	11,921,100	12,006,883	11,890,000	(31,100)	(0.3)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(370,000)	(410,000)	(259,311)	(370,000)	40,000	(9.8)
* Other Revenue	(258,300)	(288,300)	(373,600)	(288,300)		
** Total	(628,300)	(698,300)	(632,911)	(658,300)	40,000	(5.7)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	10,871,900	11,222,800	11,373,971	11,231,700	8,900	0.1

Traffic Management Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Number of Traffic Regulations issued	657	750	750	750
Number of Streets & Services Permits issued	1,485	1,200	1,400	1,500

2015/16 Traffic Management Key Deliverables

Strategic Alignment	15/16 Deliverables
Healthy Communities – Energy and Environment	LED Streetlights Award LED street light conversion project
Healthy Communities – Pedestrian Safety	Annual Pedestrian Safety Action Plan Implement approved engineering recommendations identified in the 2015/16 Pedestrian Safety Action Plan by March, 2016.
Healthy Communities – Pedestrian Safety	Annual Pedestrian Safety Action Plan Lead and produce the 2016/17 Pedestrian Safety Action Plan by January, 2016
Transportation - Technology	Traffic Signal Control Solution Implement Year Two of the Traffic Signal Control Solution project by March, 2016. This includes the installation of central software, on-street equipment and communication system to all signalized intersections within the Halifax peninsula area.
Transportation - Technology	Disruption Management Develop a disruption management strategy by December, 2015.

Solid Waste Resources

Manage the municipal solid waste source separated collection and diversion programs for HRM residential properties and the facilities for processing, recycling, composting, marketing and disposal of solid waste resource materials for both residential and non-residential customers; deliver education programs; and administer the C&D waste management strategy.

Services Delivered:

- Diversion Programming - Provide education, outreach, inspections and resources to support source separated recycling, composting and diversion programming as required by provincial legislation and regulations, HRM by-laws and SWR business planning objectives to enhance overall municipal diversion.
- Construction and Demolition - Administer Construction and Demolition administrative program to maximize diversion.

- Composting - Solid Waste Resources contracts for the operation of two compost plants and other sites outside HRM which process materials collected from HRM residents and from industrial, commercial, and institutional (ICI) sector deliveries.
- Collection - Solid Waste Resources contracts for the curbside collection of garbage, organics and recyclables from approximately 133,000 serviced units. Solid Waste Resources also contracts for the collection of garbage, organics and recyclables from approximately 8,500 condominium units.
- Recycling - Solid Waste Resources contracts the operation of the Materials Recovery Facility (MRF) which processes recyclable materials collected from HRM residents, the ICI sector and materials from other jurisdictions outside HRM.
- Garbage - Solid Waste Resources contracts the operation of the Front End Processor, Waste Stabilization Facility and Residuals Disposal Facility including ancillary landfill operations for the processing and disposal of materials collected from HRM residents and the ICI sector.
- Rural Refuse Depot Operations - Operation of two consolidation depots for refuse on the Eastern Shore and Musquodoboit Valley.
- Household Special Handling Waste - Contract operation of a Special Handling and Household Special Waste Depot and multiple yearly mobile events for HRM residents to drop off household special handling waste, and the siting of a new second depot.
- Highway 101 Landfill Site Management - Solid Waste Resources manages site maintenance, contracts for site monitoring and operation of the site leachate plant. SWR also oversees Energy from Waste project operating at the site.

Solid Waste Resources Budget Overview

Solid Waste Services Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	1,194,200	1,257,100	1,303,260	1,238,400	(18,700)	(1.5)
* Office	158,800	91,100	102,616	91,100		
* External Services	41,615,800	43,645,800	44,450,986	44,351,700	705,900	1.6
* Supplies	3,100	4,100	5,284	4,100		
* Materials			223			
* Building Costs	21,300	21,300	4,151	21,300		
* Equipment & Communications	2,000					
* Vehicle Expense	27,800		1,070			
* Other Goods & Services	404,000	430,000	431,423	645,000	215,000	50.0
* Interdepartmental		63,200	62,596	63,200		
* Debt Service	2,960,000	2,811,100	2,807,477	2,689,600	(121,500)	(4.3)
* Other Fiscal	2,194,400	2,194,400	2,180,672	(205,600)	(2,400,000)	(109.4)
** Total	48,581,400	50,518,100	51,349,759	48,898,800	(1,619,300)	(3.2)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Transfers from other Gov'ts	(2,969,800)	(2,123,100)	(2,482,847)	(2,123,100)		
* Fee Revenues	(12,795,000)	(12,916,000)	(12,418,362)	(12,629,500)	286,500	(2.2)
* Other Revenue	(1,278,600)	(1,460,100)	(1,890,818)	(1,779,500)	(319,400)	21.9
** Total	(17,043,400)	(16,499,200)	(16,792,028)	(16,532,100)	(32,900)	0.2
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	31,538,000	34,018,900	34,557,731	32,366,700	(1,652,200)	(4.9)

Solid Waste Resources Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
% of Solid Waste Diverted (all streams, Residential & ICI properties)	61%	61%	62%	63%
Annual Operating Cost/Serviced Unit - Collection of all materials – Residential (1)	\$92.45	\$98.08	\$101.60	\$106.52
Tonnes of all material collected per Serviced Unit – Residential	0.785	0.794	0.785	0.780
Cost of Waste Processing & Disposal Per Tonne – Residential & Commercial (2)	\$191.11	\$192.14	\$196.86	TBD Vertical Expansion and Contract Review
Cost of Composting Per Tonne – Residential & Commercial (3)	\$166.42	\$161.75	\$157.45	TBD Contract Price Renegotiation
Cost of Recycling Per Tonne – Residential & Commercial (4)	\$116.01	\$122.89	\$117.56	TBD Contract Price Renegotiation

(1) Note: Includes curb side and condominium collection, weekly summer organics and peak collections.

(2) Note: Includes waste processing and disposal, both annualized capital and operating costs; includes leachate haulage and treatment, debt servicing from SWR operating budget and annual landfill closure reserve allocation.

(3) Note: Operating cost of composting facilities including peak organics haulage and processing, leaf and yard waste and Christmas trees processing, bio-water costs and recapitalization.

(4) Note: Operating cost of the recycling facility program including recapitalization but excluding revenues from the sale of recyclable materials.

2015/16 Solid Waste Resources Key Deliverables

Strategic Alignment	15/16 Deliverables
Healthy Communities – Energy and Environment	Curbside Collection Changes – Rollout, Awareness and Education Implement clear bags and other green bin initiatives August 1, 2015. Develop and initiate public awareness, communications, and education plan for bag limit reduction, and other green bin initiatives. Complete a minimum of 4,000 hours of solid waste education. Procure web based solid waste information web application module for residents.
Healthy Communities – Energy and Environment	Develop Organic Waste Strategy Draft long term (15-20 year) organic waste strategy for review by Energy & Environment Standing Committee (December 2015).

Healthy Communities – Energy and Environment	Solid Waste Facilities – Monitoring and Reporting Increased monitoring and oversight of environmental and contract compliance at solid waste facilities.
Healthy Communities – Energy and Environment	Multi-Residential Housing Waste Audits Deliver waste audit /characterization studies for multi-unit residences. Expand the curbside monitoring project.
Healthy Communities – Energy and Environment	Landfill Expansion in Compliance with Council Approved Direction Advance landfill elevation at Otter Lake. Submit all required documents for approval to NS Environment by December 2015.

TPWS Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
R100 Directors Admin.	599,500	560,500	629,039	750,700	190,200	33.9
*** TPW Administration	599,500	560,500	629,039	750,700	190,200	33.9
**** Director/Administration	599,500	560,500	629,039	750,700	190,200	33.9
R170 Transportation Serv.	1,110,800	1,040,800	880,694	1,230,600	189,800	18.2
*** Transportation Services	1,110,800	1,040,800	880,694	1,230,600	189,800	18.2
R112 Rights of Way Approval	85,600	96,800	255,728	134,100	37,300	38.5
*** Right of Way Services	85,600	96,800	255,728	134,100	37,300	38.5
R747 Traffic Signs	1,430,000	1,610,300	1,522,707	1,592,800	(17,500)	(1.1)
*** Sign Shop	1,430,000	1,610,300	1,522,707	1,592,800	(17,500)	(1.1)
R825 Streetlighting	6,695,500	6,825,800	6,927,769	6,511,100	(314,700)	(4.6)
R827 Traffic Lights	1,550,000	1,649,100	1,787,072	1,763,100	114,000	6.9
*** Traffic Signals & Streetlight	8,245,500	8,474,900	8,714,841	8,274,200	(200,700)	(2.4)
**** Traffic Management	10,871,900	11,222,800	11,373,971	11,231,700	8,900	0.1
W120 Operations Admin	615,800	(341,400)	286,539	(500,800)	(159,400)	46.7
W199 Fleet Maintenance			(2,798)			
W944 SH Streetscape Prog			(0)			
*** Municipal Operations Admin	615,800	(341,400)	283,741	(500,800)	(159,400)	46.7
R710 Municipal Op Support	1,822,900	1,803,200	1,405,464	1,825,200	22,000	1.2
*** Municipal Operations Support	1,822,900	1,803,200	1,405,464	1,825,200	22,000	1.2
R845 Parks Urban Forestry	1,440,900	2,017,600	1,855,766	2,847,800	830,200	41.1
** Urban Forestry	1,440,900	2,017,600	1,855,766	2,847,800	830,200	41.1
R120 Construction Ser	1,107,200	1,053,500	974,949	1,105,600	52,100	4.9
** Construction Services	1,107,200	1,053,500	974,949	1,105,600	52,100	4.9
R723 Enhanced Maint Area	1,073,200	1,328,700	1,460,487	2,084,800	756,100	56.9
** Enhanced Maintenance Area	1,073,200	1,328,700	1,460,487	2,084,800	756,100	56.9
R882 WW Administration				309,300	309,300	
* Winter Works Administration				309,300	309,300	
R884 WW Infrastr Repairs				127,500	127,500	
* Winter Infrastructure Repair				127,500	127,500	
R885 Related Program Costs			698	2,917,300	2,917,300	
* Related Program Costs			698	2,917,300	2,917,300	
R883 Hourly Based Contracts				2,024,000	2,024,000	
* Hourly Based Contracts				2,024,000	2,024,000	
R880 PB Contr. Streets				6,386,000	6,386,000	
R881 PB Contr. Sidewalks				4,168,900	4,168,900	
* Performance Based Contracts				10,554,900	10,554,900	
R761 Locked Ice Control						
R771 East - Ice Control	3,166,500	2,391,700	5,893,901		(2,391,700)	(100.0)
R772 West - Ice Control	3,723,500	3,038,700	6,443,628		(3,038,700)	(100.0)
R773 Central - Ice Control			1,873,581			
* Ice Control (East, West and	6,890,000	5,430,400	14,211,111		(5,430,400)	(100.0)
R762 Locked Plowing						
R774 East - Plowing	1,917,500	903,128	2,366,490		(903,128)	(100.0)
R775 West - Plowing	2,176,000	702,872	2,429,483		(702,872)	(100.0)
R776 Central Plowing	1,069,400		(43,630)			
* Plowing (East, West and Cent	5,162,900	1,606,000	4,752,343		(1,606,000)	(100.0)
R763 Locked Snow Removal						
R777 East - Snow Removal	14,600	14,600	2,282,337		(14,600)	(100.0)
R778 West - Snow Removal	42,100	42,100	2,714,260		(42,100)	(100.0)
R779 Central - Snow Removal			55,573			
* Snow Removal (East, West and	56,700	56,700	5,052,170		(56,700)	(100.0)

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
R764 Locked Swlk Plow/Ice						
R780 East-Sidewalk Pl/Ice	3,551,900	3,133,185	3,417,606		(3,133,185)	(100.0)
R781 West-Sidewalk Pl/Ice	4,181,000	3,453,815	2,422,777		(3,453,815)	(100.0)
R782 Central-Swalk Pl/Ice	31,500		407,645			
* Sidewalk Plowing/Ice Control	7,764,400	6,587,000	6,248,028		(6,587,000)	(100.0)
R765 LockRelated ProgCost						
R783 East-Related Pr Cost	109,100	43,600	426,668		(43,600)	(100.0)
R784 West-Related Pr Cost	12,100	52,100	308,348		(52,100)	(100.0)
R785 Cent-Related Pr Cost			6,684			
* Related Program Costs(East, W	121,200	95,700	741,701		(95,700)	(100.0)
R768 Priority 2&3 Snow &Ice			43,524			
* Snow & Ice Control Priority 2			43,524			
** Operation Coordinator/Snow &	19,995,200	13,775,800	31,049,575	15,933,000	2,157,200	15.7
R715 Administration - St.	1,386,500	1,855,300	1,697,294	1,618,100	(237,200)	(12.8)
R716 LKDCNtrts-Concrete E						
R717 LKDCNtcts-Concrete W						
R718 Contracts-Asphalt E	357,500	357,500	886,842	282,500	(75,000)	(21.0)
R719 Contracts-Asphalt W	332,500	332,500	587,894	257,500	(75,000)	(22.6)
R720 Street Clean/Graffit	941,700	1,265,200	807,794	1,263,000	(2,200)	(0.2)
R735 Street Mtce-East Rgn	998,100	1,286,400	912,187	1,369,000	82,600	6.4
R740 Concrete SW-Wst/Bedf	1,041,500	1,351,000	1,128,864	1,410,200	59,200	4.4
R741 Asph-Crb/Wlkwy-East	394,200	623,200	527,583	766,700	143,500	23.0
R742 Concrete Sidewalks-East	482,200	705,200	456,105	820,000	114,800	16.3
R743 Asphlt Patching West	835,000	985,100	786,121	1,033,100	48,000	4.9
** Streets & Roads	6,769,200	8,761,400	7,790,684	8,820,100	58,700	0.7
*** Public Works Operations	30,385,700	26,937,000	43,131,461	30,791,300	3,854,300	14.3
**** Road Operations & Constructio	32,824,400	28,398,800	44,820,667	32,115,700	3,716,900	13.1
R110 Design Admin.	453,500	743,200	620,848	517,000	(226,200)	(30.4)
R111 Design	1,088,800	1,118,300	1,002,820	1,129,000	10,700	1.0
R130 Infrastr MgmtServ.	277,500	288,300	237,275	230,400	(57,900)	(20.1)
R140 Surveying	802,700	751,900	755,404	747,900	(4,000)	(0.5)
R150 Record Management	268,700	141,400	119,716	136,200	(5,200)	(3.7)
W943 Reg Trails/Streetsca	496,700	100,200	97,295	223,200	123,000	122.8
**** Project Planning & Design	3,387,900	3,143,300	2,833,358	2,983,700	(159,600)	(5.1)
R311 MA Solid Waste Debt	196,000	98,900	98,873	98,900		
R314 Sckv. Landfill Site	10,000					
R315 Leach. Trt./FlareStc			31,162			
*** Former Solid Waste System	206,000	98,900	130,035	98,900		
R319 Community Monitoring	65,000	65,000	57,868	65,000		
R321 Administration - WR	(8,882,800)	(8,993,200)	(8,498,559)	(8,569,200)	424,000	(4.7)
R601 See Cost Centre R321						
** Admin WR	(8,817,800)	(8,928,200)	(8,440,690)	(8,504,200)	424,000	(4.7)
R326 Otter Lake WSF	2,160,000	2,183,900	2,189,246	2,201,400	17,500	0.8
R327 Otter Lake RDF	8,975,000	9,093,600	9,063,520	6,725,900	(2,367,700)	(26.0)
R329 Otter Lake FEP	8,145,300	8,042,500	7,980,490	8,050,200	7,700	0.1
** Otter Lake	19,280,300	19,320,000	19,233,256	16,977,500	(2,342,500)	(12.1)
R322 Collection & RRFB	11,910,000	13,616,100	13,305,416	13,722,200	106,100	0.8
R323 Waste Res Sy Debt Ch	159,000	153,400	153,411	147,800	(5,600)	(3.7)
R324 Compost Fac.Burnside	3,230,000	3,371,000	3,763,779	3,369,500	(1,500)	(0.0)
R325 Compost Fac.Ragged Lake	3,587,600	4,476,000	4,950,444	4,423,000	(53,000)	(1.2)
R328 Rural Depots	156,000	155,400	159,565	180,400	25,000	16.1
R330 Material Recov. Fac.	1,217,000	1,347,500	1,042,908	1,410,500	63,000	4.7
R331 RRFB Contract	(302,800)	(498,000)	(418,567)	(509,700)	(11,700)	2.3
R332 Operating Reserve						
R333 C & E Progrms HRM	516,700	510,900	325,078	510,900		
R334 Household Haz. Waste	396,000	395,900	353,096	539,900	144,000	36.4

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
** SW Other	20,869,500	23,528,200	23,635,130	23,794,500	266,300	1.1
*** Waste Resources	31,332,000	33,920,000	34,427,696	32,267,800	(1,652,200)	(4.9)
**** Solid Waste Services	31,538,000	34,018,900	34,557,731	32,366,700	(1,652,200)	(4.9)
*** RPAM Locked						
**** Locked Cost Centres						
***** Total	79,221,700	77,344,300	94,214,766	79,448,500	2,104,200	2.7

TPWS Summary of Gross Expenditures

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
R100 Directors Admin.	599,500	560,500	629,039	750,700	190,200	33.9
*** TPW Administration	599,500	560,500	629,039	750,700	190,200	33.9
**** Director/Administration	599,500	560,500	629,039	750,700	190,200	33.9
R170 Transportation Serv.	1,110,800	1,040,800	890,281	1,230,600	189,800	18.2
*** Transportation Services	1,110,800	1,040,800	890,281	1,230,600	189,800	18.2
R112 Rights of Way Approval	613,900	695,100	597,251	692,400	(2,700)	(0.4)
*** Right of Way Services	613,900	695,100	597,251	692,400	(2,700)	(0.4)
R747 Traffic Signs	1,450,000	1,630,300	1,575,854	1,612,800	(17,500)	(1.1)
*** Sign Shop	1,450,000	1,630,300	1,575,854	1,612,800	(17,500)	(1.1)
R825 Streetlighting	6,775,500	6,905,800	7,143,769	6,591,100	(314,700)	(4.6)
R827 Traffic Lights	1,550,000	1,649,100	1,799,726	1,763,100	114,000	6.9
*** Traffic Signals & Streetlight	8,325,500	8,554,900	8,943,496	8,354,200	(200,700)	(2.3)
**** Traffic Management	11,500,200	11,921,100	12,006,883	11,890,000	(31,100)	(0.3)
W120 Operations Admin	615,800	(341,400)	286,539	(500,800)	(159,400)	46.7
W199 Fleet Maintenance			(2,798)			
W944 SH Streetscape Prog	40,200	40,300	40,516	40,800	500	1.2
*** Municipal Operations Admin	656,000	(301,100)	324,258	(460,000)	(158,900)	52.8
R710 Municipal Op Support	1,822,900	1,803,200	1,405,464	1,825,200	22,000	1.2
*** Municipal Operations Support	1,822,900	1,803,200	1,405,464	1,825,200	22,000	1.2
R845 Parks Urban Forestry	1,440,900	2,017,600	1,855,766	2,847,800	830,200	41.1
** Urban Forestry	1,440,900	2,017,600	1,855,766	2,847,800	830,200	41.1
R120 Construction Ser	1,107,200	1,053,500	979,412	1,105,600	52,100	4.9
** Construction Services	1,107,200	1,053,500	979,412	1,105,600	52,100	4.9
R723 Enhanced Maint Area	1,073,200	1,328,700	1,466,390	2,084,800	756,100	56.9
** Enhanced Maintenance Area	1,073,200	1,328,700	1,466,390	2,084,800	756,100	56.9
R882 WW Administration				309,300	309,300	
* Winter Works Administration				309,300	309,300	
R884 WW Infrastr Repairs				127,500	127,500	
* Winter Infrastructure Repair				127,500	127,500	
R885 Related Program Costs			698	2,917,300	2,917,300	
* Related Program Costs			698	2,917,300	2,917,300	
R883 Hourly Based Contracts				2,024,000	2,024,000	
* Hourly Based Contracts				2,024,000	2,024,000	
R880 PB Contr. Streets				6,386,000	6,386,000	
R881 PB Contr. Sidewalks				4,168,900	4,168,900	
* Performance Based Contracts				10,554,900	10,554,900	
R771 East - Ice Control	3,166,500	2,391,700	5,893,901		(2,391,700)	(100.0)
R772 West - Ice Control	3,723,500	3,038,700	6,443,628		(3,038,700)	(100.0)
R773 Central - Ice Control			1,873,581			
* Ice Control (East, West and	6,890,000	5,430,400	14,211,111		(5,430,400)	(100.0)
R774 East - Plowing	1,917,500	903,128	2,366,490		(903,128)	(100.0)
R775 West - Plowing	2,176,000	702,872	2,429,483		(702,872)	(100.0)
R776 Central Plowing	1,069,400		(43,320)			
* Plowing (East, West and Cent	5,162,900	1,606,000	4,752,653		(1,606,000)	(100.0)
R777 East - Snow Removal	14,600	14,600	2,282,337		(14,600)	(100.0)
R778 West - Snow Removal	42,100	42,100	2,714,260		(42,100)	(100.0)
R779 Central - Snow Removal			55,573			
* Snow Removal (East, West and	56,700	56,700	5,052,170		(56,700)	(100.0)
R764 Locked Swlk Plow/Ice						
R780 East-Sidewalk Pl/Ice	3,551,900	3,133,185	3,417,606		(3,133,185)	(100.0)
R781 West-Sidewalk Pl/Ice	4,181,000	3,453,815	2,422,777		(3,453,815)	(100.0)
R782 Central-Swalk Pl/Ice	31,500		407,645			
* Sidewalk Plowing/Ice Control	7,764,400	6,587,000	6,248,028		(6,587,000)	(100.0)

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
R783 East-Related Pr Cost	109,100	43,600	426,668		(43,600)	(100.0)
R784 West-Related Pr Cost	12,100	52,100	308,348		(52,100)	(100.0)
R785 Cent-Related Pr Cost			6,684			
* Related Program Costs(East, W	121,200	95,700	741,701		(95,700)	(100.0)
R768 Priority 2&3 Snow &Ice			43,524			
* Snow & Ice Control Priority 2			43,524			
** Operation Coordinator/Snow &	19,995,200	13,775,800	31,049,885	15,933,000	2,157,200	15.7
R715 Administration - St.	1,386,500	1,855,300	1,697,361	1,618,100	(237,200)	(12.8)
R718 Contracts-Asphalt E	357,500	357,500	886,842	282,500	(75,000)	(21.0)
R719 Contracts-Asphalt W	332,500	332,500	587,894	257,500	(75,000)	(22.6)
R720 Street Clean/Graffiti	941,700	1,265,200	807,794	1,263,000	(2,200)	(0.2)
R735 Street Mtce-East Rgn	998,100	1,286,400	912,246	1,369,000	82,600	6.4
R740 Concrete SW-Wst/Bedf	1,041,500	1,351,000	1,129,040	1,410,200	59,200	4.4
R741 Asph-Crb/Wlkwy-East	394,200	623,200	527,583	766,700	143,500	23.0
R742 Concrete Sidewalks-East	482,200	705,200	456,105	820,000	114,800	16.3
R743 Asphlt Patching West	835,000	985,100	786,121	1,033,100	48,000	4.9
** Streets & Roads	6,769,200	8,761,400	7,790,986	8,820,100	58,700	0.7
*** Public Works Operations	30,385,700	26,937,000	43,142,439	30,791,300	3,854,300	14.3
**** Road Operations & Constructio	32,864,600	28,439,100	44,872,161	32,156,500	3,717,400	13.1
R110 Design Admin.	453,500	743,200	620,848	517,000	(226,200)	(30.4)
R111 Design	1,088,800	1,118,300	1,002,820	1,129,000	10,700	1.0
R130 Infrastr MgmtServ.	277,500	288,300	237,275	230,400	(57,900)	(20.1)
R140 Surveying	802,700	751,900	755,404	747,900	(4,000)	(0.5)
R150 Record Management	268,700	141,400	119,906	136,200	(5,200)	(3.7)
W943 Reg Trails/Streetsca	496,700	100,200	97,195	223,200	123,000	122.8
**** Project Planning & Design	3,387,900	3,143,300	2,833,448	2,983,700	(159,600)	(5.1)
R311 MA Solid Waste Debt	196,000	98,900	98,873	98,900		
R314 Sckv. Landfill Site	10,000					
R315 Leach. Trt./FlareStc			31,162			
*** Former Solid Waste System	206,000	98,900	130,035	98,900		
R319 Community Monitoring	65,000	65,000	57,868	65,000		
R321 Administration - WR	1,045,000	1,065,600	1,042,408	1,373,600	308,000	28.9
R601 See Cost Centre R321						
** Admin WR	1,110,000	1,130,600	1,100,276	1,438,600	308,000	27.2
R326 Otter Lake WSF	2,160,000	2,183,900	2,189,246	2,201,400	17,500	0.8
R327 Otter Lake RDF	8,975,000	9,093,600	9,063,520	6,725,900	(2,367,700)	(26.0)
R329 Otter Lake FEP	8,578,000	8,535,700	8,652,019	8,700,800	165,100	1.9
** Otter Lake	19,713,000	19,813,200	19,904,784	17,628,100	(2,185,100)	(11.0)
R322 Collection & RRFB	14,610,000	15,367,100	15,398,653	15,473,200	106,100	0.7
R323 Waste Res Sy Debt Ch	159,000	153,400	153,411	147,800	(5,600)	(3.7)
R324 Compost Fac.Burnside	3,865,000	3,976,000	4,360,823	3,976,000		
R325 Compost Fac.Ragged Lake	4,222,600	5,131,000	5,638,804	5,131,000		
R328 Rural Depots	156,000	155,400	159,565	180,400	25,000	16.1
R330 Material Recov. Fac.	3,117,000	3,317,500	3,249,574	3,317,500		
R331 RRFB Contract	451,000	409,100	357,009	397,400	(11,700)	(2.9)
R333 C & E Progrms HRM	559,800	554,000	509,847	554,000		
R334 Household Haz. Waste	412,000	411,900	386,978	555,900	144,000	35.0
** SW Other	27,552,400	29,475,400	30,214,664	29,733,200	257,800	0.9
*** Waste Resources	48,375,400	50,419,200	51,219,724	48,799,900	(1,619,300)	(3.2)
**** Solid Waste Services	48,581,400	50,518,100	51,349,759	48,898,800	(1,619,300)	(3.2)
*** RPAM Locked						
**** Locked Cost Centres						
**** Total	96,933,600	94,582,100	111,691,290	96,679,700	2,097,600	2.2

TPWS Summary of Gross Revenue						
Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
*** TPW Administration						
**** Director/Administration						
R170 Transportation Serv.			(9,587)			
*** Transportation Services			(9,587)			
R112 Rights of Way Approval	(528,300)	(598,300)	(341,523)	(558,300)	40,000	(6.7)
*** Right of Way Services	(528,300)	(598,300)	(341,523)	(558,300)	40,000	(6.7)
R747 Traffic Signs	(20,000)	(20,000)	(53,147)	(20,000)		
*** Sign Shop	(20,000)	(20,000)	(53,147)	(20,000)		
R825 Streetlighting	(80,000)	(80,000)	(216,000)	(80,000)		
R827 Traffic Lights			(12,654)			
*** Traffic Signals & Streetlight	(80,000)	(80,000)	(228,654)	(80,000)		
**** Traffic Management	(628,300)	(698,300)	(632,911)	(658,300)	40,000	(5.7)
W944 SH Streetscape Prog	(40,200)	(40,300)	(40,516)	(40,800)	(500)	1.2
*** Municipal Operations Admin	(40,200)	(40,300)	(40,516)	(40,800)	(500)	1.2
*** Municipal Operations Support						
R120 Construction Ser			(4,463)			
** Construction Services			(4,463)			
R723 Enhanced Maint Area			(5,903)			
** Enhanced Maintenance Area			(5,903)			
R776 Central Plowing			(310)			
* Plowing (East, West and Cent			(310)			
* Sidewalk Plowing/Ice Control						
** Operation Coordinator/Snow &			(310)			
R715 Administration - St.			(66)			
R735 Street Mtce-East Rgn			(60)			
R740 Concrete SW-Wst/Bedf			(177)			
** Streets & Roads			(303)			
*** Public Works Operations			(10,978)			
**** Road Operations & Constructio	(40,200)	(40,300)	(51,494)	(40,800)	(500)	1.2
R150 Record Management			(190)			
W943 Reg Trails/Streetsca			100			
**** Project Planning & Design			(90)			
*** Former Solid Waste System						
R321 Administration - WR	(9,927,800)	(10,058,800)	(9,540,966)	(9,942,800)	116,000	(1.2)
** Admin WR	(9,927,800)	(10,058,800)	(9,540,966)	(9,942,800)	116,000	(1.2)
R329 Otter Lake FEP	(432,700)	(493,200)	(671,528)	(650,600)	(157,400)	31.9
** Otter Lake	(432,700)	(493,200)	(671,528)	(650,600)	(157,400)	31.9
R322 Collection & RRFB	(2,700,000)	(1,751,000)	(2,093,237)	(1,751,000)		
R324 Compost Fac.Burnside	(635,000)	(605,000)	(597,044)	(606,500)	(1,500)	0.2
R325 Compost Fac.Ragged Lake	(635,000)	(655,000)	(688,360)	(708,000)	(53,000)	8.1
R330 Material Recov. Fac.	(1,900,000)	(1,970,000)	(2,206,666)	(1,907,000)	63,000	(3.2)
R331 RRFB Contract	(753,800)	(907,100)	(775,576)	(907,100)		
R333 C & E Progrms HRM	(43,100)	(43,100)	(184,769)	(43,100)		
R334 Household Haz. Waste	(16,000)	(16,000)	(33,882)	(16,000)		
** SW Other	(6,682,900)	(5,947,200)	(6,579,534)	(5,938,700)	8,500	(0.1)
*** Waste Resources	(17,043,400)	(16,499,200)	(16,792,028)	(16,532,100)	(32,900)	0.2
**** Solid Waste Services	(17,043,400)	(16,499,200)	(16,792,028)	(16,532,100)	(32,900)	0.2
**** Total	(17,711,900)	(17,237,800)	(17,476,524)	(17,231,200)	6,600	(0.0)

TPWS Summary Details

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	17,814,300	15,602,300	15,282,901	16,848,300	1,246,000	8.0
6002 Salaries - Overtime	1,253,400	1,281,600	1,864,785	1,280,200	(1,400)	(0.1)
6005 PDP & Union Con Incr			(1,268,233)			
6051 Shift Agreements			26,910			
6054 Vacation payout			43,372			
6099 Other Allowances						
6100 Benefits - Salaries	3,567,800	3,386,700	3,333,158	3,580,100	193,400	5.7
6110 Vacancy Management	(1,122,100)	(1,088,900)		(1,330,600)	(241,700)	22.2
6152 Retirement Incentives	121,500	105,500	96,653	108,400	2,900	2.7
6154 Workers' Compensation	280,600	234,800	242,723	262,800	28,000	11.9
6155 Overtime Meals			63,958			
6156 Clothing Allowance			368			
6158 WCB Recov Earnings			(983)			
6199 Comp & Ben InterDept	(217,200)		(34,886)			
9200 HR CATS Wage/Ben		(37,400)	859,292		37,400	(100.0)
9210 HR CATS OT Wage/Ben		(79,400)	1,075,543		79,400	(100.0)
9230 HR CATS OT Meals			1,070			
* Compensation and Benefits	21,698,300	19,405,200	21,586,632	20,749,200	1,344,000	6.9
6201 Telephone	159,800	24,800	19,765	23,900	(900)	(3.6)
6202 Courier/Postage	74,300	49,900	40,407	33,100	(16,800)	(33.7)
6203 Office Furn/Equip	52,600	31,100	24,225	25,900	(5,200)	(16.7)
6204 Computer S/W & Lic	30,800	21,100	12,042	15,500	(5,600)	(26.5)
6205 Printing & Reprod	67,800	64,000	66,010	62,200	(1,800)	(2.8)
6206 Microfilms	4,800	4,800	4,800	4,800		
6207 Office Supplies	61,100	40,300	44,237	50,200	9,900	24.6
6299 Other Office Expenses	2,600	100	1,584		(100)	(100.0)
* Office	453,800	236,100	208,271	215,600	(20,500)	(8.7)
6301 Professional Fees	89,200	148,800	97,796	68,800	(80,000)	(53.8)
6302 Legal Fees	15,100	15,000	5,107	20,000	5,000	33.3
6303 Consulting Fees	125,000	115,000	31,152	287,700	172,700	150.2
6304 Janitorial Services			223			
6308 Snow Removal			113,100	1,400,000	1,400,000	
6310 Outside Personnel	56,600	63,600	18,003	459,600	396,000	622.6
6311 Security	600	600	50,718	16,500	15,900	2,650.0
6312 Refuse Collection	104,200	76,200	45,350	46,000	(30,200)	(39.6)
6399 Contract Services	54,187,100	55,541,700	60,628,670	59,383,400	3,841,700	6.9
* External Services	54,577,800	55,960,900	60,990,119	61,682,000	5,721,100	10.2
6401 Uniforms & Clothing	96,200	56,800	60,702	37,100	(19,700)	(34.7)
6402 Med & First Aid Supp	1,800	1,900	5,104	2,000	100	5.3
6403 Patrol Equip Supplies			6,740			
6404 Rec Prog Supplies			14			
6405 Photo Supp & Equip	2,400	500	1,043	500		
6406 Bridge Tolls	12,200	13,100	38,266	9,400	(3,700)	(28.2)
6407 Clean/Sani Supplies	14,100	18,600	54,477	12,500	(6,100)	(32.8)
6409 Personal Protect Equ	17,400	53,600	81,775	82,400	28,800	53.7
6499 Other Supplies	107,600	103,300	117,541	76,700	(26,600)	(25.8)
* Supplies	251,700	247,800	365,661	220,600	(27,200)	(11.0)

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6501 Asphalt	867,900	165,000	339,466	225,600	60,600	36.7
6502 Chemicals	33,000	33,800	40,552	35,600	1,800	5.3
6503 Fertilizer	600	600	18	300	(300)	(50.0)
6504 Hardware	117,500	108,100	167,464	158,100	50,000	46.3
6505 Lubricants	2,500	2,600	7,627	4,300	1,700	65.4
6506 Lumber	11,800	13,300	16,694	16,800	3,500	26.3
6507 Propane	2,000	2,000	4,570	2,200	200	10.0
6508 Ready Mix Concrete	55,600	121,600	103,553	121,500	(100)	(0.1)
6510 Road Oils	11,400	6,500	5,277	6,700	200	3.1
6511 Salt	1,624,000	1,625,200	3,992,159	1,625,200		
6512 Sand	124,800	124,800	267	124,800		
6513 Seeds & Plants			2,361	1,200	1,200	
6514 Sods	5,900	23,100	8,352	9,400	(13,700)	(59.3)
6515 Stone and Gravel	9,500	9,500	11,048	28,700	19,200	202.1
6516 Topsoil	2,100	3,200	5,811	4,900	1,700	53.1
6517 Paint	137,500	118,000	114,290	119,100	1,100	0.9
6518 Metal	50,500	46,000	24,622	35,600	(10,400)	(22.6)
6519 Welding Supplies		4,500	3,803	1,500	(3,000)	(66.7)
6520 Salt-Sand Mix			128,529			
6599 Other Materials	39,800	35,500	23,452	26,500	(9,000)	(25.4)
* Materials	3,096,400	2,443,300	4,999,915	2,548,000	104,700	4.3
6602 Electrical	582,000	539,000	493,328	538,000	(1,000)	(0.2)
6603 Grnds & Landscaping	15,300	52,300	3,974	15,300	(37,000)	(70.7)
6605 Municipal Taxes	6,000	6,000	4,136	6,000		
6606 Heating Fuel			1,176			
6607 Electricity	6,085,100	6,278,700	4,609,935	4,372,600	(1,906,100)	(30.4)
6608 Water	2,100	10,100	6,284	10,100		
6610 Building - Exterior			1,226			
6611 Building - Interior		25,000	2,813	25,000		
6612 Safety Systems						
6614 Envir Assess/Cleanup	400	400	4,851	10,000	9,600	2,400.0
6615 Vandalism Clean-up	201,900	201,900	193,972	201,900		
6616 Natural Gas-Buildings						
6699 Other Building Cost	5,000	5,000	9,020	5,000		
* Building Costs	6,897,800	7,118,400	5,330,714	5,183,900	(1,934,500)	(27.2)
6701 Equipment Purchase	40,700	67,100	65,261	56,300	(10,800)	(16.1)
6702 Small Tools	38,500	19,700	60,542	44,300	24,600	124.9
6703 Computer Equip/Rent	51,300	41,500	11,504	20,000	(21,500)	(51.8)
6704 Equipment Rental	2,151,800	2,125,500	10,237,967	54,100	(2,071,400)	(97.5)
6705 Equip - R&M	12,700	32,400	20,128	25,800	(6,600)	(20.4)
6706 Computer R&M	1,500	1,000	104	1,000		
6707 Plumbing & Heating	600	1,100	723		(1,100)	(100.0)
6708 Mechanical Equipment			10,144			
6711 Communication System	5,000	31,800	47,162	15,000	(16,800)	(52.8)
* Equipment & Communications	2,302,100	2,320,100	10,453,536	216,500	(2,103,600)	(90.7)
6802 Vehicle R&M	32,900	33,800	9,311	1,200	(32,600)	(96.4)
6803 Vehicle Fuel - Diesel	200	300	4,031	200	(100)	(33.3)
6804 Vehicle Fuel - Gas	1,500	1,300	6,699	1,300		
6806 Vehicle Rentals	4,500	4,500	6,859	3,500	(1,000)	(22.2)
6807 Vehicle Leases	70,300					
6899 Other Vehicle Expense	3,200	1,200	9,036	3,500	2,300	191.7
* Vehicle Expense	112,600	41,100	35,935	9,700	(31,400)	(76.4)

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6901 Membership Dues	33,500	34,400	24,396	33,900	(500)	(1.5)
6902 Conferences/Workshop	35,500	45,200	23,922	45,200		
6903 Travel - Local	257,600	287,500	293,928	299,700	12,200	4.2
6904 Travel - Out of Town	60,500	58,100	48,271	58,100		
6905 Training & Education	230,900	162,200	55,588	87,200	(75,000)	(46.2)
6906 Licenses & Agreements	48,500	87,500	171,521	172,500	85,000	97.1
6907 Commission Fees			9			
6908 Medical Examinations	4,500	4,500	1,296	4,000	(500)	(11.1)
6910 Signage	56,400	56,700	52,754	56,500	(200)	(0.4)
6911 Facilities Rental	22,000	17,500	26,758	17,300	(200)	(1.1)
6912 Advertising/Promotio	241,300	275,800	387,239	275,500	(300)	(0.1)
6913 Awards	18,200	1,000	2,670		(1,000)	(100.0)
6914 Recruiting			76,215			
6915 Research Data Acquis			321			
6916 Public Education	141,700	146,000	45,748	146,000		
6917 Books and Periodicals	9,100	3,600	1,319	3,100	(500)	(13.9)
6918 Meals	14,300	17,100	14,300	16,700	(400)	(2.3)
6919 Special Projects	689,500	461,000	245,300	1,361,000	900,000	195.2
6928 Committee Expenses	2,600	2,200	357	2,300	100	4.5
6929 Procurement Card Clg			9,208			
6932 Youth Pr Services						
6933 Community Events		6,000	8,256	6,000		
6936 Staff Relations			289			
6937 Corporate Training			188			
6938 Rewarding Excellence	17,700	21,900	1,908	19,700	(2,200)	(10.0)
6939 Duty to Accomodate	200					
6940 Fencing	30,600	32,100	7,681	12,000	(20,100)	(62.6)
6943 Health and Wellness	700	700	612	700		
6953 Special Projects	788,500					
6999 Other Goods/Services	50,800	19,200	101,452	12,400	(6,800)	(35.4)
* Other Goods & Services	2,754,600	1,740,200	1,601,507	2,629,800	889,600	51.1
7009 Internal Trfr Other		63,200	464,943	63,200		
7010 IntTrfr Insur Funds		(40,000)	(58,644)	(40,000)		
7013 Int Trf Extra Duty			342			
9900 Rev/Exp.Vehicle Rent			(357,220)			
9911 PM Labour-Reg			972			
9972 Truck Stock Chargebk			(118,167)			
* Interdepartmental		23,200	(67,773)	23,200		
8010 Other Interest		30,000	26,334	30,000		
8011 Interest on Debentur	593,300	508,000	507,047	423,700	(84,300)	(16.6)
8012 Principal on Debentu	2,384,700	2,290,800	2,288,396	2,253,300	(37,500)	(1.6)
* Debt Service	2,978,000	2,828,800	2,821,778	2,707,000	(121,800)	(4.3)
8001 Transf Outside Agenc	28,000	18,600	12,395	23,400	4,800	25.8
8008 Transf to/fr Reserve	2,194,400	2,194,400	3,338,719	470,800	(1,723,600)	(78.5)
8009 Fire Protection			62			
8024 Transf to/fr Capital	(56,100)					
9000 Prior Yr. Sur/Def	(355,800)	4,000	4,048		(4,000)	(100.0)
9001 Current Yr. Sur/Def			9,773			
* Other Fiscal	1,810,500	2,217,000	3,364,996	494,200	(1,722,800)	(77.7)
** Total	96,933,600	94,582,100	111,691,290	96,679,700	2,097,600	2.2

Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
4201 Area Rate Residential	(40,200)	(40,300)	(40,516)	(40,800)	(500)	1.2
* Area Rate Revenue	(40,200)	(40,300)	(40,516)	(40,800)	(500)	1.2
4750 Other Grants	(2,969,800)	(2,123,100)	(2,482,847)	(2,123,100)		
* Transfers from other Gov'ts	(2,969,800)	(2,123,100)	(2,482,847)	(2,123,100)		
4905 St. Opening Permits	(180,000)	(220,000)	(154,115)	(180,000)	40,000	(18.2)
4912 Signs & Encroachments	(190,000)	(190,000)	(105,272)	(190,000)		
4914 Grade Alterations			75			
5225 Tipping Fees-Waste R	(11,095,000)	(11,216,000)	(10,709,624)	(11,154,500)	61,500	(0.5)
5255 Engineering Fees						
5403 Sale-Other Recycle	(1,700,000)	(1,700,000)	(1,708,738)	(1,475,000)	225,000	(13.2)
* Fee Revenues	(13,165,000)	(13,326,000)	(12,677,673)	(12,999,500)	326,500	(2.5)
5508 Recov External Parti	(1,158,800)	(1,370,300)	(1,711,593)	(1,589,700)	(219,400)	16.0
5600 Miscellaneous Revenue	(378,100)	(378,100)	(563,894)	(478,100)	(100,000)	26.4
* Other Revenue	(1,536,900)	(1,748,400)	(2,275,487)	(2,067,800)	(319,400)	18.3
** Total	(17,711,900)	(17,237,800)	(17,476,524)	(17,231,200)	6,600	(0.0)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	79,221,700	77,344,300	94,214,766	79,448,500	2,104,200	2.7

Office of the Auditor General

2015/16 Budget and Business Plan

Mission: *The Office of the Auditor General independently prepares and publishes its work plan and reports.*

Details can be found at: <http://www.halifax.ca/auditorgeneral>

Auditor General Office Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	780,000	801,000	644,301	898,500	97,500	12.2
* Office	17,000	14,000	14,996	14,000		
* External Services	11,000	11,000	8,512	11,600	600	5.5
* Supplies	1,000					
* Materials			40			
* Equipment & Communications	6,000	2,000	3,682	2,000		
* Other Goods & Services	86,000	37,000	28,126	39,000	2,000	5.4
* Interdepartmental			18			
* Other Fiscal	(50,000)					
** Total	851,000	865,000	699,676	965,100	100,100	11.6
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Other Revenue						
** Total						
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	851,000	865,000	699,676	965,100	100,100	11.6

Auditor General Office Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A317 Bus Process & QA						
G100 Off of the Aud Gen	851,000	865,000	699,676	965,100	100,100	11.6
* Total	851,000	865,000	699,676	965,100	100,100	11.6

Auditor General Office Summary of Gross Expenditures

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A317 Bus Process & QA						
G100 Off of the Aud Gen	851,000	865,000	699,676	965,100	100,100	11.6
* Total	851,000	865,000	699,676	965,100	100,100	11.6

Auditor General Office Summary of Gross Revenue

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var. %
G100 Off of the Aud Gen						
* Total						

Auditor General Office Summary Details

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	663,000	675,000	559,855	750,300	75,300	11.2
6005 PDP & Union Con Incr			(19,860)			
6054 Vacation payout			2,545			
6100 Benefits - Salaries	106,000	115,000	94,114	135,900	20,900	18.2
6123 NON TCA						
6152 Retirement Incentives	3,000	3,000	2,235	3,500	500	16.7
6154 Workers' Compensation	8,000	8,000	5,411	8,800	800	10.0
9200 HR CATS Wage/Ben						
* Compensation and Benefits	780,000	801,000	644,301	898,500	97,500	12.2
6201 Telephone	5,000					
6202 Courier/Postage	1,000	1,000	82	1,000		
6203 Office Furn/Equip	2,000	2,000	4,302	2,000		
6204 Computer S/W & Lic	2,000	4,000	3,738	4,000		
6207 Office Supplies	7,000	7,000	6,875	7,000		
* Office	17,000	14,000	14,996	14,000		
6301 Professional Fees	1,000	1,000		1,000		
6302 Legal Fees	10,000	10,000	7,462	10,000		
6311 Security			688	300	300	
6399 Contract Services			362	300	300	
* External Services	11,000	11,000	8,512	11,600	600	5.5
6499 Other Supplies	1,000					
* Supplies	1,000					
6504 Hardware			40			
* Materials			40			
6703 Computer Equip/Rent	6,000	2,000	3,682	2,000		
* Equipment & Communications	6,000	2,000	3,682	2,000		
6901 Membership Dues	10,000	10,000	10,577	10,000		
6902 Conferences/Workshop	10,000	10,000	3,649	8,000	(2,000)	(20.0)
6903 Travel - Local	2,000	2,000	989	2,000		
6904 Travel - Out of Town	1,000	1,000	2,113	1,000		
6905 Training & Education	6,000	6,000	9,684	10,000	4,000	66.7
6908 Medical Examinations			89			
6912 Advertising/Promotio			65			
6917 Books and Periodicals	2,000	2,000	751	2,000		
6919 Special Projects	54,000	5,000		5,000		
6937 Corporate Training						
6938 Rewarding Excellence	1,000	1,000	211	1,000		
* Other Goods & Services	86,000	37,000	28,126	39,000	2,000	5.4
9911 PM Labour-Reg			18			
* Interdepartmental			18			
8008 Transf to/fr Reserve	(50,000)					
* Other Fiscal	(50,000)					
** Total	851,000	865,000	699,676	965,100	100,100	11.6
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
** Total						
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	851,000	865,000	699,676	965,100	100,100	11.6

CAO Business Unit

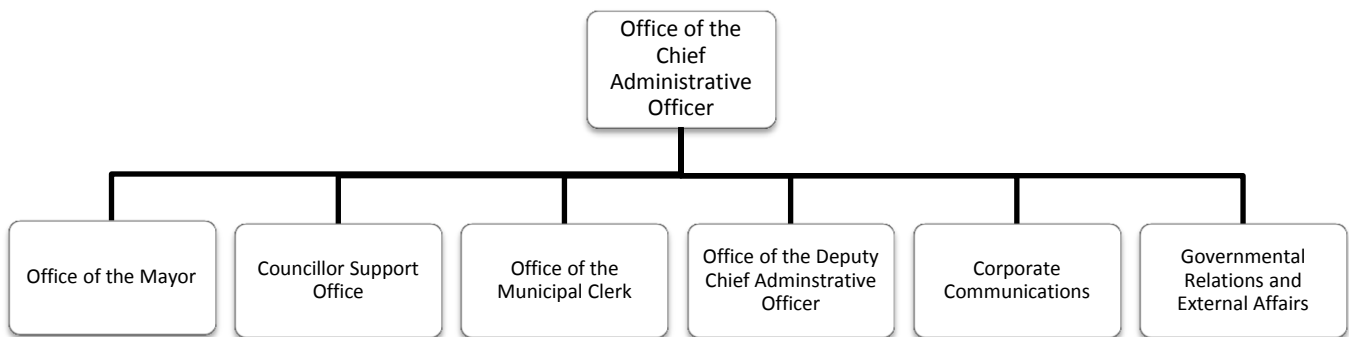
2015/16 Budget and Business Plan

Mission: To create a great place to live, work and play by becoming the best managed municipality in Canada.

Chief Administrative Office Business Unit Overview

The Chief Administrative Officer’s (CAO) business unit is accountable for strategic and operational guidance to ensure efficient delivery of highly professional public service in support of Council. The CAO business unit also manages HRM’s public relations, external and intergovernmental partnerships and provides administrative and legislative support to the Mayor and Council. The business unit is overseen by the Chief Administrative Officer and Deputy Chief Administrative Officer.

Chief Administrative Office Business Unit Org Chart



Funded Full Time Equivalent (FTEs)

	2014/15 Approved (Apr 1/13)	2015/16 Proposed Change (+/-)	2015/16 Approved Total FTE's
Funded FTEs Includes full & part-time permanent positions	77.5	5	82.5
Term and Seasonal	8.5	2.8	11.3
Total FTE's	86.0	7.8	93.8

Chief Administrative Office Business Unit Operating Budget Overview

CAO Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	8,073,400	8,346,700	8,162,701	8,893,600	546,900	6.6
* Office	1,060,200	969,600	852,794	957,300	(12,300)	(1.3)
* External Services	214,400	213,900	220,141	278,400	64,500	30.2
* Supplies	90,400	93,400	68,489	83,400	(10,000)	(10.7)
* Materials	500	500			(500)	(100.0)
* Building Costs		15,000	4,968	13,000	(2,000)	(13.3)
* Equipment & Communications	53,000	64,000	23,895	53,500	(10,500)	(16.4)
* Vehicle Expense	46,700	46,700	39,551	41,900	(4,800)	(10.3)
* Other Goods & Services	929,300	966,400	875,641	786,100	(180,300)	(18.7)
* Interdepartmental			(23,711)			
* Other Fiscal	5,801,700	5,884,800	6,215,615	6,010,600	125,800	2.1
** Total	16,269,600	16,601,000	16,440,084	17,117,800	516,800	3.1
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Tax Revenue	(1,909,400)		9,316			
* Area Rate Revenue		(1,950,000)	(1,955,411)	(2,049,800)	(99,800)	5.1
* Payments in Lieu of taxes	(138,000)	(147,700)	(147,407)	(143,100)	4,600	(3.1)
* Fee Revenues	(40,200)	(40,200)	(39,059)	(40,200)		
* Other Revenue	(1,609,000)	(1,609,000)	(2,006,251)	(1,609,000)		
** Total	(3,696,600)	(3,746,900)	(4,138,812)	(3,842,100)	(95,200)	2.5
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	12,573,000	12,854,100	12,301,272	13,275,700	421,600	3.3

Chief Administrative Office Business Unit Budget Overview by Service Area

CAO Service Area Budget Overview

Service Area	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var. %
CAO Office	621,900	876,300	695,774	706,700	(169,600)	-19%
DCAO Operations	519,800	539,300	631,898	623,600	84,300	16%
Mayors Office	805,000	809,600	731,953	812,500	2,900	0%
Councillor Support	2,564,100	2,541,700	2,443,553	2,587,300	45,600	2%
Municipal Clerks	2,190,900	2,153,500	2,054,098	2,126,000	(27,500)	-1%
Government Relations & External Affairs	2,651,000	2,712,600	2,603,838	3,168,700	456,100	17%
Corporate Communications	3,220,300	3,221,100	3,140,158	3,250,900	29,800	1%
	12,573,000	12,854,100	12,301,272	13,275,700	421,600	3%

Chief Administrative Office Business Unit Key Metrics

Key Metrics and Drivers	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	70%	69%	62%	65%	67%
Expenditures per dwelling (191,579)	62.99	62.04	68.50	65.84	69.14

Chief Administrative Office Business Unit Strategic Initiatives for 2015/16

Strategic Alignment	
CAO 1.01	Economic Development Theme - Rural Economic Development
Economic Development To encourage economic development as an integral part of the region's prosperity, the CAO's office will lead an initiative that will identify specific opportunities and further develop the municipal economic strategy.	
CAO 1.02	Economic Development Theme - Welcoming Community
Diversity and Inclusion In support of building a welcoming community for new and existing residents, the CAO's Office will place a focus on promoting immigration. This initiative includes leading implementation of HRM's Welcoming Newcomers Plan, establishing a Diversity and Inclusion Office, and active support of the Local Immigration Partnership.	
CAO 1.03	Economic Development Theme - Youth Attraction & Retention
Youth Attraction and Retention In support of economic development, the CAO's Office will undertake an initiative to encourage recent graduates (domestic and international) to stay in Halifax. This includes working closely with local universities and colleges, participation in welcoming events, and helping to connect newcomers and recent graduates to the labour market.	
CAO 1.04	Governance & Communication - ABCs
ABC Governance Review Lead the ABC Governance Review	
CAO 1.05	Governance & Communication - Communications
Improve Internal and External Communications Strengthen HRM's Communications channels and processes to extend the master brand visual identity and values continually by advancing appropriate products, messages and behaviours, and by managing expectations for all audiences.	

CAO 1.06	Governance & Communication - Policy Engagement
<p>Changes to HRM Charter The CAO's Office will lead the initiative to advance changes to the HRM Charter. This includes providing oversight and strategic leadership, advocating for revisions, and communicating impacts to the citizens of Halifax.</p>	
CAO 1.07	Healthy Communities Theme - Inclusive and Accessible Community
<p>Accessibility Coordination The CAO's Office will provide direction and oversight in defining inclusive and accessible community, establishing a coordination and reporting model for Halifax's Inclusive and Accessible initiatives, and developing an Accessibility Policy for Halifax.</p>	
CAO 1.08	Healthy Communities Theme - Inclusive and Accessible Community
<p>Engagement of the African Nova Scotian Community To support full participation of the African Nova Scotian community in the broader community and economy, the CAO's Office will lead an initiative to provide enhanced services to African Nova Scotian communities. This work involves establishing an Africans NS Affairs Office which will work to identify barriers and action plans to address these.</p>	
CAO 1.09	Healthy Communities Theme - Public Safety
<p>Safety in Public Spaces - Public Safety Office Transition Following the recommendations of the Mayor and Council Review of Task Force on Public Safety (Mayor's Report), the Public Safety Office will be moved to Government Relations and External Affairs under the responsibility of the CAO's office, and will provide centralization of safety initiatives aimed at increasing safety in public spaces.</p>	
CAO 1.10	Service Excellence – Continuous Improvement
<p>“Right-sizing” the Public Service Provide leadership and direction to ensure HRM's organizational structure is appropriately sized and properly aligned to respond to taxpayers' expectation of continued service improvements.</p>	
CAO 1.11	Expenditure Management - Financial Responsibility
<p>Innovative Alternative Service Delivery The CAO's Office will lead the investigation innovative shared services or shared funding models with a variety of Business Units and encourage exploration of alternative service delivery.</p>	

Summary of 2015/16 Chief Administrative Office Business Unit Changes

Cost Reduction Initiatives	Proposed 15/16 Savings
Advertising, Printing, equipment and contract services reductions	\$42,500
Transfer FCM and UNSM membership fees from Clerk (A121) to Fiscal	\$118,500*
Phase one of Strategic re-alignment in Corporate Communications (Vacancy Management)	\$45,000
Miscellaneous Efficiencies	\$72,544
	Total CAO BU budget reductions
	Total to offset Base Cost increase
	\$278,544
	\$160,044

* Reduction to BU budget but net zero corporate impact to bottom line

New or Expanded Services Cost	Proposed 15/16 Costs
Implementation of Diversity and Inclusion Office	53,000
CART (Computer Aided Remote Translation Services) services for Council and select committees	75,000
	Total New or Expanded Services Cost
	128,000

2015/16 Chief Administrative Office Business Unit Service Area Plans

Office of the Chief Administrative Officer (CAO Office):

The Chief Administrative Officer's (CAO) service area is accountable for strategic and operational guidance to ensure efficient delivery of highly professional public service in support of Council.

Services Delivered:

- Corporate Direction - Overall strategic and operational direction to all HRM's business units
- Leadership - Leadership of the administrative branch of municipal government
- Resource Assignment - Assignment of corporate resources required to implement policies and programs as directed by Council
- Operational Oversight - Direct oversight to Finance, Human Resources, Legal Services and Halifax Police Services

CAO Office Budget Overview

CAO Office Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	562,900	752,300	623,301	592,800	(159,500)	(21.2)
* Office	17,100	16,600	6,223	15,000	(1,600)	(9.6)
* External Services		3,000	2,600	3,000		
* Supplies		3,000	4,839	3,000		
* Building Costs		15,000	5,522	13,000	(2,000)	(13.3)
* Equipment & Communications	3,500	14,500	1,834	14,000	(500)	(3.4)
* Vehicle Expense	4,700	4,700	2,696	4,700		
* Other Goods & Services	33,700	67,200	49,932	61,200	(6,000)	(8.9)
** Total	621,900	876,300	696,948	706,700	(169,600)	(19.4)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Other Revenue			(1,174)			
** Total			(1,174)			
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	621,900	876,300	695,774	706,700	(169,600)	(19.4)

Office of the Deputy Chief Administrative Officer (DCAO Office):

The Deputy Chief Administrative Officer's service area is leadership support and oversight and strategic direction to the five core (operational) business units.

Services Delivered:

- CAO Support – Support for the CAO's leadership of the administrative branch of municipal government
- Operational Oversight - Direct oversight to HRM's operational business units – Transportation and Public Works, Planning and Development, Parks and Recreation, Halifax Transit, Operations Support and Halifax Regional Fire and Emergency Services
- Operational Leadership - Operational leadership to the Senior Management Team (SMT)
- Special Project Delivery - Delivery of special project objectives as directed by the CAO

DCAO Office Budget Overview

DCAO Operations Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	394,100	415,700	483,275	500,000	84,300	20.3
* Office	7,100	5,000	1,772	5,000		
* External Services	116,200	116,200	140,010	116,200		
* Equipment & Communications						
* Other Goods & Services	2,400	2,400	6,692	2,400		
* Interdepartmental			149			
** Total	519,800	539,300	631,898	623,600	84,300	15.6
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	519,800	539,300	631,898	623,600	84,300	15.6

2015/16 DCAO Office Key Deliverables

Strategic Alignment	15/16 Deliverables
Healthy Communities Theme - Pedestrian Safety	Annual Pedestrian Safety Action Plan - Develop Collaborate with TPW and HRP Pedestrian Safety Action Plan by December, 2015.
Healthy Communities Theme - Pedestrian Safety	Annual Pedestrian Safety Action Plan - Implement Education Recommendations Implement approved education recommendations from the Pedestrian Safety Action plan.

Office of the Mayor:

The Office of the Mayor coordinates constituent relations, communications, and administrative support to the Mayor. The office liaises with constituents and HRM staff to investigate issues or concerns, and shares information to support the Mayor.

Services Delivered:

- Mayoral Support - Delivery of legislative and administrative support to the Mayor
- Issue Coordination - Coordination of resident issues, providing responses to residents' questions
- Mayoral Correspondence - Preparing correspondence and district communications on behalf of the Mayor

Office of the Mayor Budget Overview

Mayor's Office Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	635,900	669,400	681,027	681,300	11,900	1.8
* Office	31,000	27,100	5,646	22,200	(4,900)	(18.1)
* External Services						
* Supplies	500	500		500		
* Materials	500	500			(500)	(100.0)
* Equipment & Communications	500	500		500		
* Other Goods & Services	136,600	111,600	54,781	108,000	(3,600)	(3.2)
* Interdepartmental						
** Total	805,000	809,600	741,454	812,500	2,900	0.4
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Other Revenue			(9,501)			
** Total			(9,501)			
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	805,000	809,600	731,953	812,500	2,900	0.4

Councillors Support Office:

The Councillors' Support Office coordinates resident relations, communications and administrative support for members of Regional Council. The office liaises with residents, HRM staff and other levels of government to investigate issues or concerns and shares information to assist Councillors in carrying out their role as elected officials.

Services Delivered:

- Council Support - Delivery of administrative support to Council
- Issue Coordination - Coordination of resident issues, providing responses to residents' questions
- Council Correspondence - Preparing correspondence and district communications on behalf of Councillors
- Council Communications - Maintenance of Councillor websites and preparation of newsletters, speeches, briefing notes, and Public Service Announcements

Councillors Support Office Budget Overview

Councillors Support Office Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	2,257,300	2,269,300	2,216,544	2,346,700	77,400	3.4
* Office	75,200	29,100	28,972	24,300	(4,800)	(16.5)
* Vehicle Expense	42,000	42,000	36,855	37,200	(4,800)	(11.4)
* Other Goods & Services	228,100	239,800	197,041	217,600	(22,200)	(9.3)
* Interdepartmental			4,129			
** Total	2,602,600	2,580,200	2,483,540	2,625,800	45,600	1.8
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(38,500)	(38,500)	(38,851)	(38,500)		
* Other Revenue			(1,136)			
** Total	(38,500)	(38,500)	(39,987)	(38,500)		
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	2,564,100	2,541,700	2,443,553	2,587,300	45,600	1.8

The Office of the Municipal Clerk:

The Office of the Municipal Clerk is a legislated office, under the Halifax Regional Municipality Charter, tasked with facilitating and supporting Council, Community Council, and the official committee structure of Council. The Office of the Municipal Clerk is also tasked with ensuring consistent and transparent access to local government and the maintenance and integrity of the Municipality's public records.

Services Delivered:

- Council, Committee, and Board Support - Procedural and legislative support to Regional Council, Community Councils, Standing Committees and HRM's Boards, Committees and Commissions
- Council Records - Creation, maintenance and certification of Council records
- Legislative Process Access - Facilitation of public access to the legislative process
- Elections - Organization of Municipal and School Board Elections
- Operational Oversight - Oversight of the Access & Privacy Office
- Operational Management - Management of the Corporate Records Facility & Municipal Archives and related policies

Office of the Municipal Clerk Budget Overview

Municipal Clerks Office Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	1,476,900	1,542,600	1,522,413	1,577,600	35,000	2.3
* Office	66,600	63,500	54,317	62,500	(1,000)	(1.6)
* External Services	49,400	49,400	35,710	116,400	67,000	135.6
* Supplies	8,000	8,000	2,341	8,000		
* Equipment & Communications	4,400	4,400	264	4,400		
* Vehicle Expense						
* Other Goods & Services	184,100	184,100	170,225	55,600	(128,500)	(69.8)
* Interdepartmental			1,119			
* Other Fiscal	403,200	303,200	287,067	303,200		
** Total	2,192,600	2,155,200	2,073,457	2,127,700	(27,500)	(1.3)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(1,700)	(1,700)	(208)	(1,700)		
* Other Revenue			(19,151)			
** Total	(1,700)	(1,700)	(19,359)	(1,700)		
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	2,190,900	2,153,500	2,054,098	2,126,000	(27,500)	(1.3)

2015/16 Office of the Municipal Clerk Key Deliverables

Strategic Alignment	15/16 Deliverables
Governance & Communication	Webcasting of Standing Committee Meetings – Implement Implement webcasting of Standing Committee meetings as a permanent communications service
Governance & Communication	Board and Committee Appointment Process - Enhance Enhance the appointment process for community members to Council advisory boards and committees
Governance & Communication	Escalation of Disputed Council Reports - Support Guideline Development Support Legal Services in the development of guidelines on how to break non-action by committee, i.e. how to escalate
Governance & Communication	Election Preparedness Ensure election preparedness in advance of the 2016 Municipal and school board elections by delivering an election readiness plan and collaborating with ICT to deliver a new election management system for HRM

Government Relations & External Affairs:

Government Relations & External Affairs provides strategic advice to the corporation on a range of initiatives focussed on creating opportunities for effective integration with external partners.

Services Delivered:

- Provides oversight, advice, research, coordination, reporting and stakeholder relations in a variety of strategic areas including:
 - policy,
 - economic development (includes oversight of municipal relationship with the Halifax Partnership, Destination Halifax and the Business Improvement Districts),
 - diversity and inclusion,
 - African Nova Scotian Affairs,
 - public safety, and
 - government relations.

Government Relations & External Affairs Budget Overview

Government Relations & External Affairs Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	782,200	812,900	635,421	1,238,400	425,500	52.3
* Office	3,100	1,200	3,132	1,200		
* External Services						
* Other Goods & Services	13,600	13,600	21,080	13,600		
* Interdepartmental			143			
* Other Fiscal	5,498,500	5,581,600	5,980,394	5,707,400	125,800	2.3
** Total	6,297,400	6,409,300	6,640,169	6,960,600	551,300	8.6
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Tax Revenue	(1,909,400)		9,316			
* Area Rate Revenue		(1,950,000)	(1,955,411)	(2,049,800)	(99,800)	5.1
* Payments in Lieu of taxes	(138,000)	(147,700)	(147,407)	(143,100)	4,600	(3.1)
* Other Revenue	(1,599,000)	(1,599,000)	(1,942,828)	(1,599,000)		
** Total	(3,646,400)	(3,696,700)	(4,036,331)	(3,791,900)	(95,200)	2.6
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	2,651,000	2,712,600	2,603,838	3,168,700	456,100	16.8

2015/16 Government Relations & External Affairs Key Deliverables

Strategic Alignment	15/16 Deliverables
Economic Development Theme - Welcoming Community	African Nova Scotian Communities - Enhance Service Delivery Continue to work to enhance service delivery to African Nova Scotian communities and work to identify and overcome barriers to the full participation of ANS community in the broader community and economy.
Economic Development Theme - Youth Attraction & Retention	Universities / NSCC MOU - Implement Initiatives Implement initiatives identified in MOU with Metro Universities and the Nova Scotia Community College (NSCC).
Economic Development Theme - Rural Economic Development	Rural Economic Development Opportunities – Identification Identify further specific rural economic development opportunities, including through implementation of the Economic Strategy and the Services Agreement with the Halifax Partnership.
Economic Development Theme - Economic Environment	HRM's Charter Review and Update - Oversee / Lead Provide oversight and strategic leadership in efforts to review and update HRM's Charter
Healthy Communities Theme - Public Safety	Develop public safety strategic plan Develop a public safety strategic plan including setting priorities among its strategic directions, establishing a timetable for implementation and specifying measureable outcomes
Economic Development Theme - Welcoming Community/ Healthy Communities Theme – Inclusive and Accessible Community	Develop a coordinated approach to diversity and inclusion Develop a framework for diversity and inclusion for Halifax
Healthy Communities Theme - Inclusive and Accessible Community	Establish a framework for accessibility Establish a framework, and a coordination and reporting model for Halifax's Inclusive and Accessible initiatives
Governance and Communications – Council and Committees	Examine legislative options and implications of election campaign financial reform for municipal government in Halifax.
Economic Development Theme – Economic Environment	With the Halifax Partnership, oversee the development of a new economic strategy for the municipality

Corporate Communications:

The Corporate Communications division delivers all services related to internal and external communications, marketing, brand management, creative development, printing and distribution/mail, media relations and issue management for HRM's Business Units and the Corporation as a whole.

Services Delivered:

- Marketing Strategies - Development and implementation of integrated strategies to deliver marketing and creative products and services that support Business Unit and Corporation outcomes
- Visual Identity Standards Oversight - Oversight of the development and implementation of HRM visual identity standards and templates
- Media Relations - Management of the interaction between all media and HRM
- Metro Transit Communications - Management of all Metro Transit customer communications and engagement
- Issue / Crisis Communications - Strategic issues management, crisis communications and public relations counsel to all municipal interests
- Internal Communications Projects - Delivery of strategies and tools to promote and maintain employee engagement, leadership visibility, and promote an organizational culture of accountability, continuous improvement and performance measurement
- Print Services - Delivery of printing, copying, bindery and distribution/mailing services for the corporation

Corporate Communications Budget Overview

Corporate Communications Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	1,964,100	1,884,500	2,000,720	1,956,800	72,300	3.8
* Office	860,100	827,100	752,732	827,100		
* External Services	48,800	45,300	41,820	42,800	(2,500)	(5.5)
* Supplies	81,900	81,900	61,309	71,900	(10,000)	(12.2)
* Building Costs			(554)			
* Equipment & Communications	44,600	44,600	21,796	34,600	(10,000)	(22.4)
* Other Goods & Services	330,800	347,700	375,890	327,700	(20,000)	(5.8)
* Interdepartmental			(29,250)			
* Other Fiscal	(100,000)		(51,846)			
** Total	3,230,300	3,231,100	3,172,618	3,260,900	29,800	0.9
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Other Revenue	(10,000)	(10,000)	(32,460)	(10,000)		
** Total	(10,000)	(10,000)	(32,460)	(10,000)		
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	3,220,300	3,221,100	3,140,158	3,250,900	29,800	0.9

2015/16 Corporate Communications Key Deliverables

Strategic Alignment	15/16 Deliverables
Governance & Communication - Communications	Live-the-Brand Strategy - Develop / Educate Educate HRM employees and external stakeholders on the master brand - develop a strategy so we can "live the brand".
Governance & Communication - Communications	Senior Staff Communication Workshops – Conduct Conduct awareness and communication workshops for senior staff to assist in dealing with social media and media inquiries
Governance & Communication - Communications	Intergovernmental Communication and Collaboration Policy – Prepare Strengthen HRM's communication channels and processes by preparing an intergovernmental policy and obtaining collaboration commitment. Enhance communication horizontally within the organization.
Governance & Communication - Communications	Strategic Communications Plan – Develop Develop Strategic Communications Plan - include crisis response, communications regarding litigation, etc.
Governance & Communication - Communications	Communication Risk Strategy – Develop Develop risk communication strategy to manage the reputation of HRM and deal with issues like who speaks and when and who "signs off". Includes requirement for education, training and roll out.

CAO Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
E200 Councillor's Support	2,564,100	2,541,700	2,443,553	2,587,300	45,600	1.8
*** Councillor Support	2,564,100	2,541,700	2,443,553	2,587,300	45,600	1.8
E300 Mayor's office	805,000	809,600	731,953	812,500	2,900	0.4
*** Mayors Office	805,000	809,600	731,953	812,500	2,900	0.4
E500 CAO Special Projects			990			
** GOVN Blocked			990			
E110 CAO Office	621,900	826,300	680,225	661,000	(165,300)	(20.0)
E113 City Hall Operations		50,000	13,978	45,700	(4,300)	(8.6)
E124 DCAO-Corp Serv & Str			582			
*** CAO Office	621,900	876,300	695,774	706,700	(169,600)	(19.4)
C511 Downtown Dartmouth BID			(8,747)			
C512 Downtown Halifax BID			(6,618)			
C513 Spring Garden Road BID			(1,841)			
C514 Quinpool Road BID			(1,005)			
C515 Spryfield & District BID			(4,300)			
C516 Sackville Drive BID			(2,904)			
C517 Dart Main St BID			163			
C518 Agricola/Gottingen BID			(3,632)			
C711 Destination Halifax	386,600	388,100	352,531	390,300	2,200	0.6
E121 Greater Hlfx Partner	1,570,000	1,602,800	1,670,036	1,633,400	30,600	1.9
E400 Intergovrn. Relation	694,400	721,700	546,285	738,700	17,000	2.4
E401 Diversity-Inclusion			63,871	406,300	406,300	
*** Government Relations & Externa	2,651,000	2,712,600	2,603,838	3,168,700	456,100	16.8
A124 Office Services	731,100	614,200	643,831	630,700	16,500	2.7
A620 Mrkt & Promotions	1,763,250	1,905,200	1,763,980	1,718,700	(186,500)	(9.8)
A622 Public Affairs	399,550	388,400	424,666	403,000	14,600	3.8
A623 Internal Communications	326,400	313,300	307,559	315,500	2,200	0.7
E112 Corp.Comm.Admin.			123	183,000	183,000	
*** Corporate Communications	3,220,300	3,221,100	3,140,158	3,250,900	29,800	0.9
A121 Municipal Clerk	1,098,200	1,141,800	1,095,801	1,099,100	(42,700)	(3.7)
A125 Elections	403,200	303,200	303,200	303,200		
A722 Access & Privacy	186,500	193,800	180,322	201,400	7,600	3.9
A725 Information Management	503,000	514,700	473,414	522,300	7,600	1.5
A122 Info Resource Mgmt			1,361			
*** Municipal Clerks	2,190,900	2,153,500	2,054,098	2,126,000	(27,500)	(1.3)
C001 DCAO - Operations	519,800	539,300	631,898	623,600	84,300	15.6
*** DCAO Operations	519,800	539,300	631,898	623,600	84,300	15.6
**** Total	12,573,000	12,854,100	12,301,272	13,275,700	421,600	3.3

CAO Summary of Gross Expenditures

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
E200 Councillor's Support	2,602,600	2,580,200	2,483,540	2,625,800	45,600	1.8
*** Councillor Support	2,602,600	2,580,200	2,483,540	2,625,800	45,600	1.8
E300 Mayor's office	805,000	809,600	741,454	812,500	2,900	0.4
*** Mayors Office	805,000	809,600	741,454	812,500	2,900	0.4
E500 CAO Special Projects			990			
** GOVN Blocked			990			
E110 CAO Office	621,900	826,300	681,399	661,000	(165,300)	(20.0)
E113 City Hall Operations		50,000	13,978	45,700	(4,300)	(8.6)
E124 DCAO-Corp Serv & Str			582			
*** CAO Office	621,900	876,300	696,948	706,700	(169,600)	(19.4)
C511 Downtown Dartmouth BID	267,300	267,500	254,485	269,600	2,100	0.8
C512 Downtown Halifax BID	875,800	885,500	885,579	940,300	54,800	6.2
C513 Spring Garden Road BID	359,500	384,300	382,154	379,100	(5,200)	(1.4)
C514 Quinpool Road BID	98,500	104,700	102,743	114,000	9,300	8.9
C515 Spryfield & District BID	73,200	72,200	67,207	92,100	19,900	27.6
C516 Sackville Drive BID	164,900	171,100	167,033	176,100	5,000	2.9
C517 Dart Main St BID	92,000	92,000	91,305	93,700	1,700	1.8
C518 Agricola/Gottingen BID	116,200	120,400	114,112	128,000	7,600	6.3
C711 Destination Halifax	1,985,600	1,987,100	2,239,339	1,989,300	2,200	0.1
E121 Greater Hlfx Partner	1,570,000	1,602,800	1,670,036	1,633,400	30,600	1.9
E400 Intergovrn. Relation	694,400	721,700	602,305	738,700	17,000	2.4
E401 Diversity-Inclusion			63,871	406,300	406,300	
*** Government Relations & Externa	6,297,400	6,409,300	6,640,169	6,960,600	551,300	8.6
A124 Office Services	741,100	624,200	674,826	640,700	16,500	2.6
A620 Mrkt & Promotions	1,763,250	1,905,200	1,765,445	1,718,700	(186,500)	(9.8)
A622 Public Affairs	399,550	388,400	424,666	403,000	14,600	3.8
A623 Internal Communications	326,400	313,300	307,559	315,500	2,200	0.7
E112 Corp.Comm.Admin.			123	183,000	183,000	
*** Corporate Communications	3,230,300	3,231,100	3,172,618	3,260,900	29,800	0.9
A121 Municipal Clerk	1,098,200	1,141,800	1,095,801	1,099,100	(42,700)	(3.7)
A125 Elections	403,200	303,200	303,200	303,200		
A722 Access & Privacy	186,700	194,000	183,241	201,600	7,600	3.9
A725 Information Management	504,500	516,200	489,854	523,800	7,600	1.5
A122 Info Resource Mgmt			1,361			
*** Municipal Clerks	2,192,600	2,155,200	2,073,457	2,127,700	(27,500)	(1.3)
C001 DCAO - Operations	519,800	539,300	631,898	623,600	84,300	15.6
*** DCAO Operations	519,800	539,300	631,898	623,600	84,300	15.6
**** Total	16,269,600	16,601,000	16,440,084	17,117,800	516,800	3.1

CAO Summary of Gross Revenue

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
E200 Councillor's Support	(38,500)	(38,500)	(39,987)	(38,500)		
** Councillor Support	(38,500)	(38,500)	(39,987)	(38,500)		
E300 Mayor's office			(9,501)			
** Mayors Office			(9,501)			
E110 CAO Office			(1,174)			
** CAO Office			(1,174)			
C511 Downtown Dartmouth BID	(267,300)	(267,500)	(263,232)	(269,600)	(2,100)	0.8
C512 Downtown Halifax BID	(875,800)	(885,500)	(892,197)	(940,300)	(54,800)	6.2
C513 Spring Garden Road BID	(359,500)	(384,300)	(383,995)	(379,100)	5,200	(1.4)
C514 Quinpool Road BID	(98,500)	(104,700)	(103,747)	(114,000)	(9,300)	8.9
C515 Spryfield & District BID	(73,200)	(72,200)	(71,507)	(92,100)	(19,900)	27.6
C516 Sackville Drive BID	(164,900)	(171,100)	(169,937)	(176,100)	(5,000)	2.9
C517 Dartmouth Main Street BID	(92,000)	(92,000)	(91,142)	(93,700)	(1,700)	1.8
C518 Agricola/Gottingen BID	(116,200)	(120,400)	(117,745)	(128,000)	(7,600)	6.3
C711 Destination Halifax	(1,599,000)	(1,599,000)	(1,886,808)	(1,599,000)		
E400 Intergovrn. Relation			(56,020)			
** Government Relations & External	(3,646,400)	(3,696,700)	(4,036,331)	(3,791,900)	(95,200)	2.6
A124 Office Services	(10,000)	(10,000)	(30,995)	(10,000)		
A620 Mrkt & Promotions			(1,465)			
** Corporate Communications	(10,000)	(10,000)	(32,460)	(10,000)		
A722 Access & Privacy	(200)	(200)	(2,920)	(200)		
A725 Information Management	(1,500)	(1,500)	(16,440)	(1,500)		
** Municipal Clerks	(1,700)	(1,700)	(19,359)	(1,700)		
** DCAO Operations						
*** Total	(3,696,600)	(3,746,900)	(4,138,812)	(3,842,100)	(95,200)	2.5

CAO Summary Details

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	6,885,200	7,104,400	7,329,184	7,538,200	433,800	6.1
6002 Salaries - Overtime	20,500	20,400	16,380	19,400	(1,000)	(4.9)
6005 PDP & Union Con Incr			(214,012)			
6054 Vacation payout			20,758			
6100 Benefits - Salaries	1,168,000	1,272,300	1,264,639	1,377,300	105,000	8.3
6110 Vacancy Management	(135,400)	(138,100)		(138,100)		
6151 Vehicle Allowance	2,900	3,000		3,000		
6152 Retirement Incentives	41,400	40,500	38,450	42,400	1,900	4.7
6154 Workers' Compensation	90,800	71,600	79,354	78,800	7,200	10.1
6199 Comp & Ben InterDept		(27,400)	(371,732)	(27,400)		
9200 HR CATS Wage/Ben			(109)			
9210 HR CATS OT Wage/Ben			(210)			
* Compensation and Benefits	8,073,400	8,346,700	8,162,701	8,893,600	546,900	6.6
6201 Telephone	100,200	40,900	27,439	42,400	1,500	3.7
6202 Courier/Postage	624,400	624,400	601,131	617,900	(6,500)	(1.0)
6203 Office Furn/Equip	137,000	137,000	94,411	135,200	(1,800)	(1.3)
6204 Computer S/W & Lic	7,600	7,600	6,454	14,600	7,000	92.1
6205 Printing & Reprod	115,300	93,300	61,412	90,300	(3,000)	(3.2)
6207 Office Supplies	68,800	63,200	39,099	55,200	(8,000)	(12.7)
6299 Other Office Expenses	6,900	3,200	22,847	1,700	(1,500)	(46.9)
* Office	1,060,200	969,600	852,794	957,300	(12,300)	(1.3)
6301 Professional Fees	10,600	10,600	207	10,600		
6303 Consulting Fees	2,800	1,800	15,351	1,800		
6306 Property Survey			990			
6399 Contract Services	201,000	201,500	203,593	266,000	64,500	32.0
* External Services	214,400	213,900	220,141	278,400	64,500	30.2
6405 Photo Supp & Equip	900	900		900		
6406 Bridge Tolls	500	500		500		
6499 Other Supplies	89,000	92,000	68,489	82,000	(10,000)	(10.9)
* Supplies	90,400	93,400	68,489	83,400	(10,000)	(10.7)
6513 Seeds & Plants	500	500			(500)	(100.0)
* Materials	500	500			(500)	(100.0)
6602 Electrical			398			
6607 Electricity			(952)			
6611 Building - Interior						
6699 Other Building Cost		15,000	5,522	13,000	(2,000)	(13.3)
* Building Costs		15,000	4,968	13,000	(2,000)	(13.3)
6701 Equipment Purchase		5,000	676	5,000		
6702 Small Tools		3,000	762	2,500	(500)	(16.7)
6703 Computer Equip/Rent	5,500	5,500	734	5,500		
6704 Equipment Rental		3,000	(99)	3,000		
6705 Equip - R&M	45,900	45,900	21,796	35,900	(10,000)	(21.8)
6706 Computer R&M	1,600	1,600	26	1,600		
* Equipment & Communications	53,000	64,000	23,895	53,500	(10,500)	(16.4)
6804 Vehicle Fuel - Gas	2,400	2,400	427	2,400		
6899 Other Vehicle Expense	44,300	44,300	39,123	39,500	(4,800)	(10.8)
* Vehicle Expense	46,700	46,700	39,551	41,900	(4,800)	(10.3)

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6901 Membership Dues	128,800	133,500	140,126	14,800	(118,700)	(88.9)
6902 Conferences/Workshop	40,800	54,100	23,252	47,100	(7,000)	(12.9)
6903 Travel - Local	68,900	67,950	49,220	67,950		
6904 Travel - Out of Town	52,100	64,600	47,141	56,800	(7,800)	(12.1)
6905 Training & Education	34,350	34,350	7,968	34,350		
6906 Licenses & Agreements	7,000	7,000			(7,000)	(100.0)
6907 Commission Fees			18			
6911 Facilities Rental	1,000	7,000	7,534	7,000		
6912 Advertising/Promotio	180,300	175,300	136,379	137,100	(38,200)	(21.8)
6913 Awards	9,500	5,200	1,336	5,200		
6915 Research Data Acquis	5,900	4,900		4,900		
6916 Public Education	35,000	35,000	28,599	27,000	(8,000)	(22.9)
6917 Books and Periodicals	6,250	5,500	7,651	5,500		
6918 Meals	16,000	23,000	27,297	22,000	(1,000)	(4.3)
6919 Special Projects	271,000	290,600	364,170	302,600	12,000	4.1
6929 Procurement Card Clg						
6933 Community Events	70,300	53,300	23,839	48,700	(4,600)	(8.6)
6936 Staff Relations			2,959			
6938 Rewarding Excellence			318			
6999 Other Goods/Services	2,100	5,100	7,834	5,100		
* Other Goods & Services	929,300	966,400	875,641	786,100	(180,300)	(18.7)
7009 Internal Trfr Other			(7,572)			
7012 Int Trf Print/Reprod			(17,129)			
7015 Int Trf FacilityRent			936			
9911 PM Labour-Reg			54			
* Interdepartmental			(23,711)			
8001 Transf Outside Agenc	3,928,500	3,950,100	4,229,235	4,074,000	123,900	3.1
8004 Grants	1,570,000	1,602,800	1,800,370	1,633,400	30,600	1.9
8008 Transf to/fr Reserve	303,200	303,200	185,221	303,200		
9000 Prior Yr. Sur/Def		28,700	788		(28,700)	(100.0)
* Other Fiscal	5,801,700	5,884,800	6,215,615	6,010,600	125,800	2.1
** Total	16,269,600	16,601,000	16,440,084	17,117,800	516,800	3.1
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
4002 Comm. Property Taxes	(1,909,400)		9,316			
* Tax Revenue	(1,909,400)		9,316			
4202 Area Rate Commercial		(1,950,000)	(1,955,411)	(2,049,800)	(99,800)	5.1
* Area Rate Revenue		(1,950,000)	(1,955,411)	(2,049,800)	(99,800)	5.1
4601 Grant in Lieu-Fed	(34,700)	(84,900)	(73,102)	(22,900)	62,000	(73.0)
4602 Grant in Lieu-Prov.	(103,300)	(62,800)	(74,305)	(120,200)	(57,400)	91.4
* Payments in Lieu of taxes	(138,000)	(147,700)	(147,407)	(143,100)	4,600	(3.1)
4950 Other Lic. & Permits	(1,500)	(1,500)		(1,500)		
5206 Stipends	(38,500)	(38,500)	(38,851)	(38,500)		
5227 Photocopier Revenue	(200)	(200)	(208)	(200)		
* Fee Revenues	(40,200)	(40,200)	(39,059)	(40,200)		
5508 Recov External Parti	(1,609,000)	(1,609,000)	(2,006,251)	(1,609,000)		
* Other Revenue	(1,609,000)	(1,609,000)	(2,006,251)	(1,609,000)		
** Total	(3,696,600)	(3,746,900)	(4,138,812)	(3,842,100)	(95,200)	2.5
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	12,573,000	12,854,100	12,301,272	13,275,700	421,600	3.3

Finance and Information, Communication, and Technology

2015/16 Budget and Business Plan

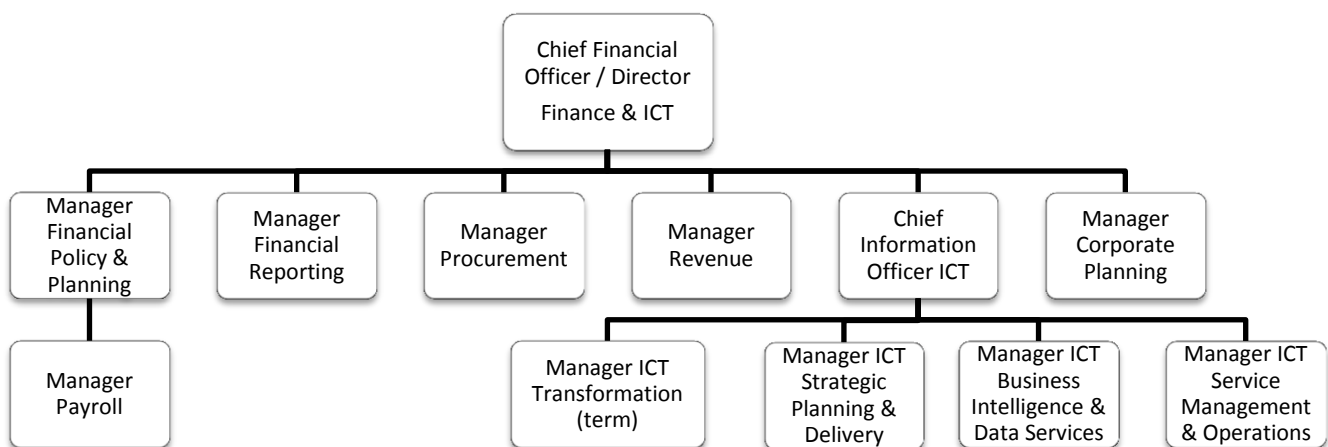
Mission: Leading Financial and Technological Stewardship

We lead financial stewardship through advice, services and policy.
We provide timely and supported solutions, in partnership with business units, to enable the efficient and effective delivery of municipal services.

Finance and Information, Communication and Technology Overview

Finance leads the Financial Responsibility activities in support of the administrative outcomes and provides services and advice to internal clients, Council and residents of Halifax. ICT supports Service Excellence by providing reliable, cost effective, information and technology services to internal clients, Council and residents of Halifax. Corporate Planning provides support to the organization by assisting business units in service improvement; strategic and operational decision making; performance management and maximizing collaboration on Council’s priorities.

Finance and Information, Communication and Technology Org Chart



Funded Full Time Equivalents (FTEs)

	2014/15 Approved (Apr 1/14)	2015/16 Proposed Change (+/-)	2015/16 Approved Total FTE's
Funded FTEs Includes full & part-time permanent positions	285.6	0	285.6
Term and Seasonal	2.1	3.3	5.4
Total FTE's	287.7	3.3	291.0

Finance and Information, Communication and Technology Operating Budget Overview

FICT Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	21,311,900	21,483,700	20,536,616	21,813,200	329,500	1.5
* Office	4,196,800	5,562,800	5,299,226	4,905,250	(657,550)	(11.8)
* External Services	800,800	1,679,700	2,532,735	1,695,700	16,000	1.0
* Supplies	29,400	20,500	9,225	17,000	(3,500)	(17.1)
* Materials	24,000	20,000	25,412	23,000	3,000	15.0
* Building Costs			91			
* Equipment & Communications	2,303,500	1,926,900	1,559,170	1,684,300	(242,600)	(12.6)
* Vehicle Expense	26,500	28,000	(2,035)	26,500	(1,500)	(5.4)
* Other Goods & Services	619,100	532,000	921,317	681,350	149,350	28.1
* Interdepartmental			6,096			
* Other Fiscal	(72,000)	(429,600)	(475,300)		429,600	(100.0)
** Total	29,240,000	30,824,000	30,412,552	30,846,300	22,300	0.1
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(2,375,000)	(2,260,000)	(2,237,895)	(2,260,000)		
* Other Revenue	(363,000)	(388,400)	(891,554)	(393,400)	(5,000)	1.3
** Total	(2,738,000)	(2,648,400)	(3,129,449)	(2,653,400)	(5,000)	0.2
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	26,502,000	28,175,600	27,283,103	28,192,900	17,300	0.1

Finance and Information, Communication and Technology Budget Overview by Service Area

FICT Service Area Budget Overview						
Service Area	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var. %
Finance & ICT Admin Summary of Expense & Revenue Types	621,200	744,800	717,944	977,100	232,300	31%
Finance Summary of Expense & Revenue Types	9,441,300	9,481,200	8,893,672	9,513,000	31,800	0%
Information, Communications and Technology Summary of Expense & Revenue Types	15,717,400	17,294,000	17,099,132	17,125,700	(168,300)	-1%
Corporate Planning Summary of Expense & Revenue Types	722,100	655,600	572,355	577,100	(78,500)	-12%
	26,502,000	28,175,600	27,283,103	28,192,900	17,300	0%

Finance and Information, Communication and Technology Key Metrics

Key Metrics and Drivers	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	73%	72%	69%	68%	71%
Expenditures per dwelling (191,579)	\$ 155.10	\$ 147.12	\$ 153.82	\$ 157.94	\$146.94

Finance and Information, Communication and Technology Strategic Initiatives for 2015/16

Strategic Alignment	
FICT 1.01	Economic Development – Economic Environment
<p>Intelligent Community</p> <p>To provide Halifax with an advantage as a location of choice for businesses, investors, and residents; Finance & ICT will lead the creation of an Intelligent Community vision and strategy and will actively seek out innovative opportunities to profile Halifax. This includes working with i- Canada, a not-for-profit movement, which is helping communities across Canada become designated as Intelligent Communities. These are communities that have a combination of excellent communications infrastructure, knowledge workforce, innovation, digital inclusion and marketing and advocacy.</p>	
FICT 1.02	Governance and Communication – Communications
<p>Halifax.ca</p> <p>Finance & ICT will enable transformation of service delivery and communication through re-design of www.halifax.ca. This initiative includes a significant re-build of Halifax.ca bringing it to modern Web 3.0 standards and the development of a service strategy that will identify and prioritize municipal services to be provided through online, mobile-friendly options. The website will integrate with planned new technologies for permitting and licensing, transit public-facing services, and customer contact services. The transformed website will provide citizens with a modern, convenient, and user-friendly portal to access municipal services.</p>	
FICT 1.03	Financial Responsibility – Expenditure Management
<p>Expenditure Management</p> <p>Finance & ICT will implement an enhanced approach to Expenditure Management. With the goal of continuously reducing the cost of any activity, this systematic approach is critical to: (a) ensuring that the cost of services, and the taxes that pay for them, remain affordable; (b) promoting continuous improvement; and (c) delivering value to citizens. Inflation exerts constant upward pressure on cost, and the only way to prevent this from putting upward pressure on taxes is to continuously find more efficient ways to do things. As part of this initiative, staff will investigate tools and ways to help business units manage their budgets, and to link those budgets to improved management accounting and performance measurement.</p>	

FICT 1.04	Service Excellence – Continuous Improvement
<p>ICT Transformation to a Strategic Business Partner</p> <p>The ICT organization will continue its transformation towards becoming a strategic partner to all business units, supporting and enabling organizational transformation in the delivery of municipal services across the organization. Value added services such as strategic planning, roadmap development, portfolio management, business process mapping / re-engineering, effective delivery of projects, and benefits realization will figure prominently. ICT will become recognized as a change agent. ICT will demonstrate its commitment to service excellence through adoption and implementation of Service Management best practices and will measure and share its performance in this regard.</p>	
FICT 1.05	Financial Responsibility – Performance Management
<p>Management Accounting Framework & Reporting</p> <p>To further support management decision-making with HRM Business Units, Finance & ICT will undertake an initiative to integrate non-financial performance information with financial information. This collaborative effort will involve assessment of available information, use of technology to bring information together, and evaluation of effectiveness as an evaluation tool.</p>	
FICT 1.06	Financial Responsibility – Performance Measurement
<p>Performance Measurement</p> <p>HRM is striving to become a more performance managed organization. In support of this goal, Finance & ICT is leading the development of a comprehensive Performance Measurement and Reporting Framework. This includes definition of services, establishing service standards, developing performance reporting process, and ultimately supporting the use of performance information to enhance and improve service delivery. In 15/16, to support continued development of a customer service culture and performance management in HRM, performance reporting processes will be expanded, formalized, and results published more broadly.</p>	
FICT 1.07	Economic Development – Economic Environment
<p>Fiscal Strategy</p> <p>Finance & ICT will reshape Halifax's fiscal, debt and tax strategies to meet the emerging and long-term environment including demographic and economic changes. Consideration will be given to structural and/or strategic changes that encourage a more resilient and sustainable future for Halifax.</p>	

Summary of 2015/16 Finance and Information, Communication and Technology Changes

Cost Reduction Initiatives	Proposed 15/16 Savings
Compensation Efficiencies	137,200
Continued Budget Efficiencies	166,400
Equipment Planning	220,000
Land Line Contract Savings	250,000
Cell / Land Line Rationalizations	50,000
Total to offset Base Cost Increase	\$823,600

New or Expanded Services	Proposed 15/16 Cost
Employee and Manager Self-Service	
Capital	\$670,000
Annual Software maintenance	\$25,000
Total New or Expanded Service Costs	\$695,000

2015/16 Finance and Information, Communication and Technology Service Area Plans

Finance:

Finance is organized into four service areas which emphasize service delivery to citizens and business units in support of the Municipality's strategic outcomes: Financial Policy and Planning which includes Payroll and Grants; Accounting; Procurement; and Revenue.

Services Delivered:

- Budgeting - Multi-Year Financial Strategy; coordination of the annual operating, project and reserve budgets.
- Financial Analysis and Reporting - Project and asset accounting, projection and financial reporting and revenue and expenditure analysis.
- Financial Support and Oversight - Council report review and support, provision of specialized financial advice to the municipality, support Business Units by providing timely and appropriate financial advice and guidance, costing of collective agreement changes, cost-sharing claims coordination and preparation and compliance with policy and legislation.
- Investment Management - Investment strategy and cash management, investment policy.

- Taxation - Taxation policy, administration of area rate guidelines, tax billings, tax sales and corporate collections, tax rebate programs.
- Revenue Management - General revenue billings, payment processing, coin processing.
- Accounts Payable Processing - Record approved invoices and pay vendors for HRM, Library and various Agencies, Boards and Commissions (ABC's)
- Payroll - Provision of payroll functions to HRM and several ABC's and management of positions.
- Procurement and Disposal - Acquisition of goods, services, construction and facilities; coordination of contracts and contract administration; surplus storage and disposal.
- Inventory Management - Warehouse and inventory management of stores locations, fuel depots and salt sheds.
- Grants Support - Supporting the Grants Committee including grants, tax exemptions, funding for Business Improvement District Commissions (BIDC) and below-market sales and leases.
- On-street Parking – Maintenance, revenue collection and auditing of Parking Meters.
- By-law Administration - Revenue and recovery billings per HRM by-laws including LIC's, Solid Waste, False Alarm.

Finance Budget Overview

Finance Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	11,021,900	11,062,100	10,636,895	11,086,900	24,800	0.2
* Office	183,600	109,900	92,083	110,650	750	0.7
* External Services	376,600	362,200	450,475	389,700	27,500	7.6
* Supplies	29,100	20,200	8,654	16,700	(3,500)	(17.3)
* Materials	24,000	20,000	25,412	23,000	3,000	15.0
* Building Costs			91			
* Equipment & Communications	103,900	96,900	64,687	74,300	(22,600)	(23.3)
* Vehicle Expense	26,500	26,500	(2,155)	25,000	(1,500)	(5.7)
* Other Goods & Services	229,700	247,400	554,247	255,750	8,350	3.4
* Interdepartmental			4,877			
** Total	11,995,300	11,945,200	11,835,266	11,982,000	36,800	0.3
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(2,375,000)	(2,260,000)	(2,237,762)	(2,260,000)		
* Other Revenue	(179,000)	(204,000)	(703,832)	(209,000)	(5,000)	2.5
** Total	(2,554,000)	(2,464,000)	(2,941,594)	(2,469,000)	(5,000)	0.2
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	9,441,300	9,481,200	8,893,672	9,513,000	31,800	0.3

Finance & ICT Admin Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	438,300	439,800	526,465	450,600	10,800	2.5
* Office	29,200	24,500	17,836	24,500		
* External Services	17,600	255,000	98,509	343,500	88,500	34.7
* Supplies	300	300	571	300		
* Equipment & Communications						
* Other Goods & Services	135,800	25,200	74,563	158,200	133,000	527.8
* Interdepartmental						
** Total	621,200	744,800	717,944	977,100	232,300	31.2
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	621,200	744,800	717,944	977,100	232,300	31.2

Finance Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Debt Service Ratios	7.68%	7.08%	6.70%	6.35%
Residential Tax Revenue lost due to appeals	0.3%	0.2%	0.2%	0.2%
Commercial Tax Revenue lost due to appeals	1.4%	1.0%	1.2%	1.2%
Total uncollected taxes as a % of current year tax levy	4.7%	4.2%	4.0%	3.8%
Total uncollected current year taxes as a % of current year tax levy	3.4%	3.0%	2.9%	2.7%
% Of General Revenue Receivables over 90 days	10.3%	10.7%	8.5%	8.0%
% of Resident Inquiries completed within 2 business days	93%	86.2%	86.7%	90.0%

2015/16 Finance Key Deliverables

Strategic Alignment	15/16 Deliverables
Economic Development – Economic Environment	Payments In Lieu of Taxes - Citadel / Halifax Port Authority Resolve assessment issues with the Citadel and Halifax Port Authority.
Economic Development – Economic Environment	Problem Tax Sales Files and Land Titles Continue with the Land Titles Clarification project as well as ongoing collection and resolution of problem tax files.
Economic Development - Taxation	Taxation Issues Continue to review and improve the tax system, as directed by Council. Work may include initiatives linked to recreation, area rates, density, commercial and small business.
Financial Responsibility – Financial Management	Fuel Cards - Auditor General Recommendations Respond to Audit General's recommendations on Fuel Card Management and implement as appropriate
Governance & Communication - ABCs	Governance Review Create a shared service implementation plan for Library and HRWC.
Service Excellence – Continuous Improvement	SAP Payroll - Employee and Managers Self-Serve Implement SAP Payroll Employee and Managers Self-Serve Functionality
Financial Responsibility – Financial Management	Payment Card Industry (PCI) Compliance Develop PCI Compliance (policy, procedures, and remediation)
Service Excellence – Continuous Improvement	Revenue System Replacement - Opportunity Assessment Complete an Opportunity Assessment (i.e. business case) in preparation for 16/17 budget submission to replace existing revenue system (Hansen).

Information, Communication and Technology (ICT):

ICT is organized into three divisions, Strategic Planning and Delivery, Business Intelligence and Data Services and Service Management and Operations which emphasize the development, delivery and management of technology based business solutions to business units and citizens in support of the Municipality's strategic outcomes.

Services Delivered:

- Service Desk - ICT Service Desk provides break / fix support to and manages service requests for HRM employees across all of HRM's ICT infrastructure and business applications.
- Enabling New & Enhanced Business Solutions – Facilitates transformation in HRM service delivery through the introduction of beneficial changes to business process and supporting technologies. In partnership with business units, this service ensures joint planning, delivery and maximization of capital technology investments.
- Data Management and Analytics (Business Intelligence) – Comprises all of the disciplines related to managing data as a valuable asset for HRM. Providing consulting and management services resulting in access to complete, accurate and up-to-date data that can be transformed to information and knowledge which supports improved decision making.
- ICT Business Application Management – Applying best practices to the lifecycle management of HRM's valuable application assets which provide focused capabilities to business units in support of their service delivery to the public.
- ICT Infrastructure Management – Applying best practices to the lifecycle management of HRM's valuable ICT infrastructure assets. These assets act as a critical foundation in support of the delivery of focused capabilities to business units to enhance their service delivery.
- Personal Computing Services – Delivering a bundle of personal computing assets and supporting services to enable HRM daily business functions and service delivery. This includes the lifecycle management of devices such as laptops, desktops and printers and the provisioning and management of desktop software.
- Telecommunications Services – Applying best practices to the contracting, provisioning and management of telecommunications services including internet access, cellular voice and data, desktop telephone, long distance, and mobile radio.

Information, Communication and Technology Budget Overview

Information, Communications and Technology Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	9,284,700	9,351,300	8,805,657	9,723,700	372,400	4.0
* Office	3,947,000	5,415,900	5,188,857	4,765,600	(650,300)	(12.0)
* External Services	299,600	1,062,500	1,983,750	962,500	(100,000)	(9.4)
* Building Costs						
* Equipment & Communications	2,199,600	1,830,000	1,494,483	1,610,000	(220,000)	(12.0)
* Vehicle Expense		1,500	120	1,500		
* Other Goods & Services	242,500	246,800	288,640	246,800		
* Interdepartmental			779			
* Other Fiscal	(72,000)	(429,600)	(475,300)		429,600	(100.0)
** Total	15,901,400	17,478,400	17,286,986	17,310,100	(168,300)	(1.0)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues			(133)			
* Other Revenue	(184,000)	(184,400)	(187,722)	(184,400)		
** Total	(184,000)	(184,400)	(187,855)	(184,400)		
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	15,717,400	17,294,000	17,099,132	17,125,700	(168,300)	(1.0)

Information, Communication and Technology Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
ICT Service Desk - Contact Volume	45,761	37,467	31,324	34,456
ICT Service Desk - Grade of Service	61%*	60%	71%	76%
ICT-Service Desk - Customer Satisfaction	93.7%	97%	96%	95%

*negatively impacted by implementation of Microsoft Exchange which resulted in a significant increase.

2015/16 Information, Communication and Technology Key Deliverables

Strategic Alignment	15/16 Deliverables
Economic Development – Economic Environment	Public Wi-Fi for Halifax / Dartmouth Waterfronts Complete RFP for public Wi-Fi initiative and complete implementation on Halifax and Dartmouth waterfronts by summer 2015.
Economic Development – Economic Environment	Smart City Strategy & Roadmap Develop Smart City Strategy and Roadmap and seek adoption from Regional Council. Commence initiation of projects identified in Year 1 of the road map.

Strategic Alignment	15/16 Deliverables
Service Excellence – Continuous Improvement	<p>Data Governance Program Implementation Initiate implementation of a corporate wide data governance program to ensure accountability in managing the municipality’s data assets in support of improving data driven decision making. In 15/16, data governance will be implemented through data projects and new technology implementations for Halifax Regional Fire and Emergency, Human Resources and the Transit, Enterprise Asset Management and Business Intelligence Programs. As well, a plan for rollout of data governance across the balance of the organization will be developed.</p>
Service Excellence – Continuous Improvement	<p>Business Tools Benefits Realization Establish and implement benefits realization framework for 15/16 business tools projects</p>
Transportation - Technology	<p>Parking Road Map Implementation Support the Planning and Development business unit to deliver Year 1 technology-related projects identified in the Parking Road Map and conduct an evaluation of replacement parking technology options.</p>

Corporate Planning:

Corporate Planning provides support to the organization by assisting business units in service improvement; strategic and operational decision making; and maximizing collaboration on Council’s priorities.

Services Delivered:

- Strategic and Business Planning Support - assist Business Units in strategic and operational planning, decision-making, and accountability reporting, ensuring that these processes are tightly integrated with HRM's budgeting processes and to maximize collaboration on HRM's priorities.
- Performance Measurement and Service Improvement Support - provide methods and tools that allow for a coordinated, focussed, and objective review of corporate service delivery through service definition, standards, performance measurement, and process improvement services.
- Corporate Risk Management - continues to refine and provide oversight of the organization’s Enterprise Risk Management processes.

Corporate Planning Budget Overview

Corporate Planning Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	567,000	630,500	567,598	552,000	(78,500)	(12.5)
* Office	37,000	12,500	450	4,500	(8,000)	(64.0)
* External Services	107,000					
* Other Goods & Services	11,100	12,600	3,867	20,600	8,000	63.5
* Interdepartmental			440			
** Total	722,100	655,600	572,355	577,100	(78,500)	(12.0)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	722,100	655,600	572,355	577,100	(78,500)	(12.0)

2015/16 Corporate Planning Key Deliverables

Strategic Alignment	15/16 Deliverables
Financial Responsibility – Performance Management	Administrative Pillar Performance Reporting Develop and commence performance reporting for the Administrative Pillar Priorities.
Financial Responsibility – Performance Management	Service Catalogue Complete the Service Catalogue for Administrative Services and refresh it for the Operational Services.
Financial Responsibility – Performance Management	Business Unit Key Performance Indicator Development Incorporate additional KPIs from Business Units in the Corporate Performance Report.
Service Excellence – Continuous Improvement	Lean Learning Commence implementation of HRM's Lean Process Improvement through training, communications, process support, and monitoring.
Service Delivery – Service Strategy	HRM Service Strategy Measures Develop measures to support HRM's Corporate Customer Service Strategy as it is defined.
Service Excellence – Continuous Improvement	Business Process Analysis Undertake "targeted" process improvement engagements as identified by Business Units.

FICT Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A301 Admin-FICT	521,200	494,800	641,069	777,100	282,300	57.1
M351 Managers Contingency	100,000	250,000	76,875	200,000	(50,000)	(20.0)
*** Admin - Finance & IT	621,200	744,800	717,944	977,100	232,300	31.2
A302 Service Review	722,100	655,600	572,355	577,100	(78,500)	(12.0)
*** Corporate Planning	722,100	655,600	572,355	577,100	(78,500)	(12.0)
C771 BID's Contributions Fund	100,000	107,000	107,000	107,000		
* Grants	100,000	107,000	107,000	107,000		
A615 Payroll Ctrl's & Rptg	427,400	437,300	430,602	452,300	15,000	3.4
A616 Payroll Service Delivery	765,000	681,400	671,304	577,300	(104,100)	(15.3)
A617 Payroll Processing	302,500	312,800	318,344	319,000	6,200	2.0
* Payroll	1,494,900	1,431,500	1,420,250	1,348,600	(82,900)	(5.8)
A810 Fiscal & Tax Policy	1,058,500	1,102,400	1,105,999	1,137,900	35,500	3.2
A811 Community Grants	229,500	236,600	213,973	237,600	1,000	0.4
** Fiscal Policy & Financial Plan	2,882,900	2,877,500	2,847,222	2,831,100	(46,400)	(1.6)
A311 Revenue - Administration	233,700	245,200	225,534	422,600	177,400	72.3
A304 Treasury & Investments	198,900	206,400	204,449		(206,400)	(100.0)
A312 Coin Room	291,700	255,700	283,064	262,500	6,800	2.7
A313 Cash Management	331,800	336,400	323,161	339,300	2,900	0.9
A314 General Revenue	205,600	216,300	218,670	223,550	7,250	3.4
A316 Taxation	(1,620,100)	(1,526,700)	(1,485,506)	(1,526,000)	700	(0.0)
A325 Collections	76,400	89,400	101,484	92,450	3,050	3.4
A360 Parking Meters	222,600	228,900	231,275	237,400	8,500	3.7
** Revenue	(59,400)	51,600	102,129	51,800	200	0.4
A321 Accounting Admin	420,600	507,500	363,535	514,600	7,100	1.4
A322 Payment Processing	583,700	567,900	490,631	651,700	83,800	14.8
A323 Accounting Ctrl's/Rpt	504,700	424,900	398,996	512,400	87,500	20.6
A324 Accounting Svce Del	981,500	1,006,100	1,028,270	858,100	(148,000)	(14.7)
A306 LkdCap Salary Policy						
** Accounting	2,490,500	2,506,400	2,281,432	2,536,800	30,400	1.2
A331 General Purchasing	704,400	712,500	709,645	736,500	24,000	3.4
A332 Inventory & Asset Mg	155,900	151,600	106,513	223,400	71,800	47.4
A333 Stores-Transit/Fire	551,400	533,100	491,276	537,100	4,000	0.8
A334 Stores-East/West	556,100	560,000	486,835	564,300	4,300	0.8
A335 Procurement PSRs	518,700	532,000	527,670	536,600	4,600	0.9
A336 Procurement Staff	718,200	677,200	586,558	614,800	(62,400)	(9.2)
A337 Disp.of Surplus Equi			(195)			
A338 Stores- Ragged Lake	419,100	375,500	213,473	381,500	6,000	1.6
A339 Inventory Administration	503,500	503,800	541,114	499,100	(4,700)	(0.9)
** Procurement	4,127,300	4,045,700	3,662,889	4,093,300	47,600	1.2
*** Finance	9,441,300	9,481,200	8,893,672	9,513,000	31,800	0.3
A410 Business Intel/Data		1,346,300	1,204,610	1,500,900	154,600	11.5
A721 Chief Info Office	285,600	454,500	936,983	556,500	102,000	22.4
A635 Locked GIS						
A735 Lkd Systems Develop						
** Chief Information Office	285,600	1,800,800	2,141,594	2,057,400	256,600	14.2
A724 Enterprise Architect	595,950	609,300	491,829	576,300	(33,000)	(5.4)
A642 Portfolio Management	389,550	393,100	417,472	398,600	5,500	1.4
A645 Strategic Plan/Deliv		158,300	41,246	176,000	17,700	11.2
A731 LKDICT Delivery Adm	(89,300)		(1)			
A734 ICT Proj Mgmt (PMO)	1,120,800	1,218,300	949,589	1,131,300	(87,000)	(7.1)
** Strategic Planning & Delivery	2,017,000	2,379,000	1,900,135	2,282,200	(96,800)	(4.1)
A421 ICT Corporate Services	3,006,700	3,522,500	3,205,837	3,020,013	(502,487)	(14.3)
A723 ITSM-Info Tech Sys	1,547,700	1,354,600	1,572,479	1,697,200	342,600	25.3
A732 Business App Mgt	3,010,300	4,088,200	4,093,911	3,909,305	(178,895)	(4.4)
A733 Enterprise Applications	1,903,400	113,000	23,396	111,900	(1,100)	(1.0)
A741 Svc Mgt & Ops Admin	374,300	258,500	389,804	221,500	(37,000)	(14.3)
A742 Technology Infrastructure	1,842,800	1,655,400	1,693,374	2,059,349	403,949	24.4
A743 ICT Asset Management	1,729,600	2,122,000	2,078,602	1,766,834	(355,166)	(16.7)
** Service Management & Operation	13,414,800	13,114,200	13,057,403	12,786,100	(328,100)	(2.5)
*** Information Technology	15,717,400	17,294,000	17,099,132	17,125,700	(168,300)	(1.0)
*** Hurricane Juan						
**** Total	26,502,000	28,175,600	27,283,103	28,192,900	17,300	0.1

FICT Summary of Gross Expenditures						
Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A301 Admin-FICT	521,200	494,800	641,069	777,100	282,300	57.1
M351 Managers Contingency	100,000	250,000	76,875	200,000	(50,000)	(20.0)
*** Admin - Finance & IT	621,200	744,800	717,944	977,100	232,300	31.2
A302 Service Review	722,100	655,600	572,355	577,100	(78,500)	(12.0)
*** Corporate Planning	722,100	655,600	572,355	577,100	(78,500)	(12.0)
C771 BID's Contributions Fund	100,000	107,000	107,000	107,000		
* Grants	100,000	107,000	107,000	107,000		
A615 Payroll Ctrl's & Rptg	427,400	437,300	430,852	452,300	15,000	3.4
A616 Payroll Service Delivery	799,000	725,400	720,936	621,300	(104,100)	(14.4)
A617 Payroll Processing	302,500	312,800	318,344	319,000	6,200	2.0
* Payroll	1,528,900	1,475,500	1,470,132	1,392,600	(82,900)	(5.6)
A810 Fiscal & Tax Policy	1,058,500	1,102,400	1,106,599	1,137,900	35,500	3.2
A811 Community Grants	229,500	236,600	213,973	237,600	1,000	0.4
** Fiscal Policy & Financial Plan	2,916,900	2,921,500	2,897,704	2,875,100	(46,400)	(1.6)
A311 Revenue - Administration	233,700	245,200	225,534	422,600	177,400	72.3
A304 Treasury & Investments	198,900	206,400	204,449		(206,400)	(100.0)
A312 Coin Room	306,700	285,700	318,593	292,500	6,800	2.4
A313 Cash Management	331,800	336,400	323,161	339,300	2,900	0.9
A314 General Revenue	350,600	356,300	350,529	363,550	7,250	2.0
A316 Taxation	494,900	478,300	465,300	479,000	700	0.1
A325 Collections	296,400	304,400	284,424	307,450	3,050	1.0
A360 Parking Meters	222,600	228,900	231,275	237,400	8,500	3.7
** Revenue	2,435,600	2,441,600	2,403,264	2,441,800	200	0.0
A321 Accounting Admin	420,600	507,500	363,535	514,600	7,100	1.4
A322 Payment Processing	608,700	597,900	536,906	686,700	88,800	14.9
A323 Accounting Ctrl's/Rpt	504,700	424,900	398,996	512,400	87,500	20.6
A324 Accounting Svce Del	981,500	1,006,100	1,030,703	858,100	(148,000)	(14.7)
A306 LkdCap Salary Policy						
** Accounting	2,515,500	2,536,400	2,330,140	2,571,800	35,400	1.4
A331 General Purchasing	704,400	712,500	740,731	736,500	24,000	3.4
A332 Inventory & Asset Mg	155,900	151,600	603,171	223,400	71,800	47.4
A333 Stores-Transit/Fire	551,400	533,100	491,276	537,100	4,000	0.8
A334 Stores-East/West	556,100	560,000	486,835	564,300	4,300	0.8
A335 Procurement PSRs	518,700	532,000	527,670	536,600	4,600	0.9
A336 Procurement Staff	718,200	677,200	586,558	614,800	(62,400)	(9.2)
A337 Disp.of Surplus Equi			13,331			
A338 Stores- Ragged Lake	419,100	375,500	213,473	381,500	6,000	1.6
A339 Inventory Administration	503,500	503,800	541,114	499,100	(4,700)	(0.9)
** Procurement	4,127,300	4,045,700	4,204,159	4,093,300	47,600	1.2
*** Finance	11,995,300	11,945,200	11,835,266	11,982,000	36,800	0.3
A410 Business Intel/Data		1,394,600	1,204,955	1,500,900	106,300	7.6
A721 Chief Info Office	285,600	454,500	937,609	556,500	102,000	22.4
** Chief Information Office	285,600	1,849,100	2,142,564	2,057,400	208,300	11.3
A724 Enterprise Architect	595,950	609,300	491,829	576,300	(33,000)	(5.4)
A642 Portfolio Management	389,550	393,100	417,472	398,600	5,500	1.4
A645 Strategic Plan/Deliv		158,300	41,246	176,000	17,700	11.2
A731 LKDLICT Delivery Adm	(89,300)		(1)			
A734 ICT Proj Mgmt (PMO)	1,120,800	1,218,300	949,589	1,131,300	(87,000)	(7.1)
** Strategic Planning & Delivery	2,017,000	2,379,000	1,900,135	2,282,200	(96,800)	(4.1)
A421 ICT Corporate Services	3,006,700	3,522,500	3,208,324	3,022,500	(500,000)	(14.2)
A723 ITSM-Info Tech Sys	1,547,700	1,354,600	1,572,479	1,697,200	342,600	25.3
A732 Business App Mgt	3,081,600	4,159,600	4,221,079	4,036,600	(123,000)	(3.0)
A733 Enterprise Applications	1,994,400	113,000	23,528	111,900	(1,100)	(1.0)
A741 Svc Mgt & Ops Admin	374,300	258,500	389,804	221,500	(37,000)	(14.3)
A742 Technology Infrastructure	1,858,700	1,704,200	1,740,825	2,106,800	402,600	23.6
A743 ICT Asset Management	1,735,400	2,137,900	2,088,247	1,774,000	(363,900)	(17.0)
Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
** Service Management & Operation	13,598,800	13,250,300	13,244,287	12,970,500	(279,800)	(2.1)
*** Information Technology	15,901,400	17,478,400	17,286,986	17,310,100	(168,300)	(1.0)
*** Hurricane Juan						
**** Total	29,240,000	30,824,000	30,412,552	30,846,300	22,300	0.1

FICT Summary of Gross Revenue						
Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
*** Admin - Finance & IT						
* Grants						
A615 Payroll Ctrls & Rptg			(250)			
A616 Payroll Service Delivery	(34,000)	(44,000)	(49,632)	(44,000)		
* Payroll	(34,000)	(44,000)	(49,882)	(44,000)		
A810 Fiscal & Tax Policy			(600)			
** Fiscal Policy & Financial Plan	(34,000)	(44,000)	(50,482)	(44,000)		
A312 Coin Room	(15,000)	(30,000)	(35,529)	(30,000)		
A314 General Revenue	(145,000)	(140,000)	(131,859)	(140,000)		
A316 Taxation	(2,115,000)	(2,005,000)	(1,950,806)	(2,005,000)		
A325 Collections	(220,000)	(215,000)	(182,939)	(215,000)		
** Revenue	(2,495,000)	(2,390,000)	(2,301,134)	(2,390,000)		
A322 Payment Processing	(25,000)	(30,000)	(46,274)	(35,000)	(5,000)	16.7
A324 Accounting Svce Del			(2,434)			
** Accounting	(25,000)	(30,000)	(48,708)	(35,000)	(5,000)	16.7
A331 General Purchasing			(31,086)			
A332 Inventory & Asset Mgt			(496,658)			
A337 Disp.of Surplus Equi			(13,526)			
** Procurement			(541,270)			
*** Finance	(2,554,000)	(2,464,000)	(2,941,594)	(2,469,000)	(5,000)	0.2
A410 Business Intel/Data		(48,300)	(345)		48,300	(100.0)
A721 Chief Info Office			(626)			
** Chief Information Office		(48,300)	(971)		48,300	(100.0)
A421 ICT Corporate Services			(2,487)	(2,487)	(2,487)	
A732 Business App Mgt	(71,300)	(71,400)	(127,168)	(127,295)	(55,895)	78.3
A733 Enterprise Applications	(91,000)		(133)			
A741 Svc Mgt & Ops Admin						
A742 Technology Infrastructure	(15,900)	(48,800)	(47,451)	(47,451)	1,349	(2.8)
A743 ICT Asset Management	(5,800)	(15,900)	(9,645)	(7,166)	8,734	(54.9)
** Service Management & Operation	(184,000)	(136,100)	(186,884)	(184,400)	(48,300)	35.5
*** Information Technology	(184,000)	(184,400)	(187,855)	(184,400)		
**** Total	(2,738,000)	(2,648,400)	(3,129,449)	(2,653,400)	(5,000)	0.2

FICT Summary Details						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	17,727,700	17,656,600	16,735,371	17,897,100	240,500	1.4
6002 Salaries - Overtime	328,100	297,100	389,089	296,100	(1,000)	(0.3)
6005 PDP & Union Con Incr			(320,215)			
6051 Shift Agreements	2,200	2,200	2,216	2,200		
6054 Vacation payout			21,944			
6099 Other Allowances			200			
6100 Benefits - Salaries	3,311,200	3,636,500	3,417,729	3,661,600	25,100	0.7
6110 Vacancy Management	(471,700)	(509,300)		(446,200)	63,100	(12.4)
6150 Honorariums			1,000	1,000	1,000	
6152 Retirement Incentives	109,300	109,700	96,560	105,800	(3,900)	(3.6)
6153 Severence						
6154 Workers' Compensation	297,000	282,800	280,745	289,500	6,700	2.4
6155 Overtime Meals	4,000	4,000	1,530	2,000	(2,000)	(50.0)
6156 Clothing Allowance	4,100	4,100	3,300	4,100		
6158 WCB Recov Earnings			(6,803)			
6199 Comp & Ben InterDept			(86,104)			
9200 HR CATS Wage/Ben			54			
* Compensation and Benefits	21,311,900	21,483,700	20,536,616	21,813,200	329,500	1.5
6201 Telephone	939,000	1,723,500	1,538,125	1,409,900	(313,600)	(18.2)
6202 Courier/Postage	56,800	27,600	53,830	37,050	9,450	34.2
6203 Office Furn/Equip	34,500	32,100	30,805	32,100		
6204 Computer S/W & Lic	2,456,700	2,729,100	2,959,055	2,729,100		
6205 Printing & Reprod	617,600	961,300	655,190	611,300	(350,000)	(36.4)
6207 Office Supplies	90,900	84,200	60,421	80,800	(3,400)	(4.0)
6299 Other Office Expenses	1,300	5,000	1,799	5,000		
* Office	4,196,800	5,562,800	5,299,226	4,905,250	(657,550)	(11.8)
6301 Professional Fees	135,000	164,000	167,939	165,000	1,000	0.6
6303 Consulting Fees	179,500	260,000	78,386	348,500	88,500	34.0
6311 Security	1,000	1,000	142,807	30,000	29,000	2,900.0
6312 Refuse Collection	6,000	3,000	1,061	3,000		
6399 Contract Services	479,300	1,251,700	2,142,541	1,149,200	(102,500)	(8.2)
* External Services	800,800	1,679,700	2,532,735	1,695,700	16,000	1.0
6401 Uniforms & Clothing	25,500	16,500	5,426	13,000	(3,500)	(21.2)
6402 Med & First Aid Supp	300	300	571	300		
6405 Photo Supp & Equip						
6406 Bridge Tolls	200	300	262	300		
6407 Clean/Sani Supplies	1,700	1,700	995	1,700		
6409 Personal Protect Equ	1,700	1,700	1,157	1,700		
6499 Other Supplies			813			
* Supplies	29,400	20,500	9,225	17,000	(3,500)	(17.1)
6504 Hardware	24,000	20,000	24,708	23,000	3,000	15.0
6510 Road Oils			10			
6517 Paint			1,769			
6520 Salt-Sand Mix			(1,074)			
* Materials	24,000	20,000	25,412	23,000	3,000	15.0
6608 Water			40			
6699 Other Building Cost			51			
* Building Costs			91			

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6701 Equipment Purchase	15,100	12,100	7,051	7,100	(5,000)	(41.3)
6702 Small Tools	1,500	1,500	2,128	1,500		
6703 Computer Equip/Rent	1,637,300	1,223,200	898,696	1,003,000	(220,200)	(18.0)
6704 Equipment Rental						
6705 Equip - R&M	86,000	82,000	56,141	64,600	(17,400)	(21.2)
6706 Computer R&M	197,100	237,100	215,158	237,100		
6707 Plumbing & Heating			45			
6708 Mechanical Equipment						
6711 Communication System	366,500	371,000	379,952	371,000		
* Equipment & Communications	2,303,500	1,926,900	1,559,170	1,684,300	(242,600)	(12.6)
6802 Vehicle R&M	25,000	25,000	(4,043)	25,000		
6804 Vehicle Fuel - Gas	1,500	1,500	1,782		(1,500)	(100.0)
6805 Tires and Tubes						
6806 Vehicle Rentals		1,500	120	1,500		
6899 Other Vehicle Expense			106			
* Vehicle Expense	26,500	28,000	(2,035)	26,500	(1,500)	(5.4)
6901 Membership Dues	39,450	36,350	31,770	174,550	138,200	380.2
6902 Conferences/Workshop	31,100	33,300	26,520	36,500	3,200	9.6
6903 Travel - Local	60,650	55,050	61,999	56,050	1,000	1.8
6904 Travel - Out of Town	48,300	55,400	50,394	52,100	(3,300)	(6.0)
6905 Training & Education	191,800	184,500	187,518	200,300	15,800	8.6
6906 Licenses & Agreements	1,000	8,500	49	700	(7,800)	(91.8)
6909 Cost of Sales			302			
6910 Signage			110			
6911 Facilities Rental	4,500	8,000	8,197	8,000		
6912 Advertising/Promotio	3,700	12,200	23,841	14,200	2,000	16.4
6913 Awards	4,100	3,600	667	3,600		
6917 Books and Periodicals	9,250	4,300	1,813	4,300		
6918 Meals	7,250	7,250	10,187	9,700	2,450	33.8
6919 Special Projects	100,000	107,000	110,810	107,000		
6933 Community Events			21,914			
6936 Staff Relations			9,706			
6938 Rewarding Excellence	17,000	15,550	14,428	13,350	(2,200)	(14.1)
6999 Other Goods/Services	101,000	1,000	361,093	1,000		
* Other Goods & Services	619,100	532,000	921,317	681,350	149,350	28.1
7009 Internal Trfr Other			4,046			
7013 Int Trf Extra Duty			1,816			
9911 PM Labour-Reg			234			
* Interdepartmental			6,096			
8008 Transf to/fr Reserve	(72,000)	(429,600)	(475,300)		429,600	(100.0)
* Other Fiscal	(72,000)	(429,600)	(475,300)		429,600	(100.0)
** Total	29,240,000	30,824,000	30,412,552	30,846,300	22,300	0.1
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
4909 False Alarm Recovery	(115,000)	(110,000)	(100,095)	(110,000)		
4950 Other Lic. & Permits			(133)			
4951 By-Law F300 Revenue	(1,800,000)	(1,735,000)	(1,705,481)	(1,735,000)		
5205 Tax Certificates	(315,000)	(270,000)	(245,325)	(270,000)		
5229 Tax Sale Admin Fees	(145,000)	(145,000)	(186,861)	(145,000)		
* Fee Revenues	(2,375,000)	(2,260,000)	(2,237,895)	(2,260,000)		
5508 Recov External Parti	(363,000)	(388,400)	(860,468)	(393,400)	(5,000)	1.3
5600 Miscellaneous Revenue			(31,086)			
* Other Revenue	(363,000)	(388,400)	(891,554)	(393,400)	(5,000)	1.3
** Total	(2,738,000)	(2,648,400)	(3,129,449)	(2,653,400)	(5,000)	0.2
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	26,502,000	28,175,600	27,283,103	28,192,900	17,300	0.1

Human Resources

2015/16 Budget and Business Plan

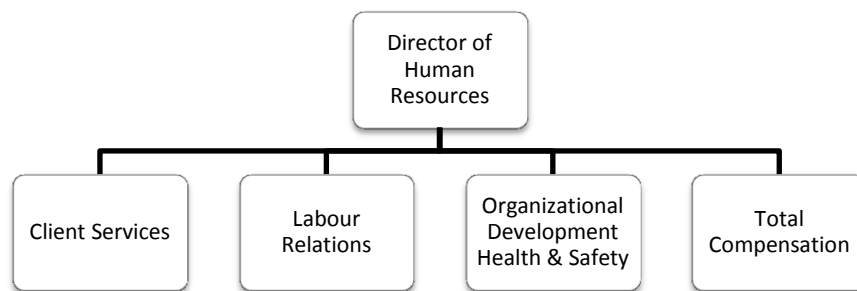
Mission: Human Resources is committed to providing innovative and practical human resource strategies and solutions that address business needs and promote service excellence.

Human Resources Overview

Human Resources (HR) is responsible for providing a framework to guide the application of all aspects of HRM’s human resource practices to support organizational effectiveness.

In order to achieve this, HR recognizes the value of a workplace where employee actions are directly aligned with organizational goals. Employees experience a supportive, respectful environment that offers challenging, interesting work. The efforts of our employees and their contributions to public service are appreciated, recognized and fairly rewarded.

Human Resources Org Chart



Funded Full Time Equivalents (FTEs)

	2014/15 Approved (Apr 1/13)	2015/16 Proposed Change (+/-)	2015/16 Approved Total FTE's
Funded FTEs Includes full & part-time permanent positions	55	-1	54
Term and Seasonal	3.3	0.7	4.0
Total FTE's	58.3	-0.3	58.0

Human Resources Operating Budget Overview

HR Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	4,815,300	4,823,700	4,356,545	4,761,500	(62,200)	(1.3)
* Office	57,300	33,600	30,197	34,600	1,000	3.0
* External Services	450,300	264,400	407,638	683,100	418,700	158.4
* Supplies	1,500	1,500	899	1,500		
* Building Costs			675			
* Equipment & Communications	3,000	3,000		3,000		
* Vehicle Expense			1,502			
* Other Goods & Services	472,600	438,100	418,327	439,300	1,200	0.3
* Interdepartmental			1,835			
* Other Fiscal				(389,600)	(389,600)	
** Total	5,800,000	5,564,300	5,217,617	5,533,400	(30,900)	(0.6)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Other Revenue	(80,000)	(80,000)	(144,067)	(80,000)		
** Total	(80,000)	(80,000)	(144,067)	(80,000)		
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	5,720,000	5,484,300	5,073,550	5,453,400	(30,900)	(0.6)

Human Resources Budget Overview by Service Area

Human Resources Service Area Budget Overview						
Service Area	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var. %
Administration Summary of Expense & Revenue Types	505,900	414,000	544,354	481,400	67,400	16%
Client Services Summary of Expense & Revenue Types	1,546,300	1,565,100	1,393,053	1,529,800	(35,300)	-2%
Labour Relations Summary of Expense & Revenue Types	580,600	596,500	576,882	597,200	700	0%
Organizational Development & Health Summary of Expense & Revenue Types	1,946,200	1,870,000	1,679,091	1,707,000	(163,000)	-9%
WCB Summary of Expense & Revenue Types	96,900		0			
Corporate Safety Summary of Expense & Revenue Types	353,700	341,400	248,352	439,900	98,500	29%
Total Compensation Summary of Expense & Revenue Types	690,400	697,300	631,819	698,100	800	0%
	5,720,000	5,484,300	5,073,550	5,453,400	(30,900)	-1%

Human Resources Key Metrics

Key Metrics and Drivers	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	84%	84%	85%	84%	86%
Expenditures per Dwelling (191,579 Dwellings for 14/15 and 15/16 calculations)	\$27	\$28	\$28	\$28	\$29

Human Resources Strategic Initiatives for 2015/16

Strategic Alignment	
HR 1.01	Health and Safety – Safety 1st Culture
<p>Corporate Occupational Health and Safety Plan Complete the three (3) to five (5) year Occupational Health and Safety Plan for HRM in partnership with the Business Units and begin implementation. The plan will include strategies to reduce incidents/accident trends and risk, while focusing on consistency of awareness and compliance. The plan will also include monthly/annual reviews, reporting on measurements and Health & Wellness Safety Talks.</p>	
HR 1.02	Service Excellence – Continuous Improvement
<p>HR Service Review Begin implementation of recommendations from the HR Service Delivery Review completed in March of 2014 to ensure that HR is well positioned to support the organization in the achievement of business goals.</p>	
HR 1.03	Service Excellence – Continuous Improvement
<p>HR Technology Roadmap Develop an HR Technology Roadmap, in partnership with ICT, to support efficient and effective HR service delivery. Plan will include a Safety Incident Reporting System and enhancements to SAP-HR.</p>	
HR 1.04	Our People – Human Capital Strategy
<p>The HRM People Plan Complete the development of the 2015-2018 HRM People Plan and begin implementation. Human Resources' multi-year People Plan is a foundational strategy for HRM's Plan-on-a Page "Our People" pillar. The ultimate goal is to have the right people in the right jobs doing the right things at the right cost.</p>	

Summary of 2015/16 Human Resources Changes

Cost Reduction Initiatives	Proposed 15/16 Savings
Vacancy Savings	65,300
Service Efficiencies	17,600
Total to offset Base Cost increase	\$82,900
New or Expanded Service Initiatives	Proposed 15/16 Cost
Provision of Corporate Safety Services to all multi-district facilities	\$80,000
Transformation of Corporate Learning and Development Strategy and Program	-

2015/16 Human Resources Service Area Plans

Director's Office:

The Director's Office provides leadership and strategic direction in human resource management, ensures HR structure, resources, policies and business practices are aligned to support organizational and human resource effectiveness and capacity.

Services Delivered:

- Human Capital Strategy – coordination of strategy to enable service excellence and ensure HRM has the people resources to support sustainable municipal service delivery
- Advice and expertise on the administration of Human Resources services, policies and business practices to support organizational goals
- Human Resources policy and business practice development /coordination
- Workforce data and reporting

Director's Office Budget Overview

Administration Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	343,800	354,100	372,905	357,600	3,500	1.0
* Office	28,000	25,800	14,181	26,800	1,000	3.9
* External Services	107,000	7,000	127,095	467,500	460,500	6,578.6
* Supplies			33			
* Equipment & Communications	2,000	2,000		2,000		
* Vehicle Expense			1,502			
* Other Goods & Services	25,100	25,100	27,777	17,100	(8,000)	(31.9)
* Interdepartmental			862			
* Other Fiscal				(389,600)	(389,600)	
** Total	505,900	414,000	544,354	481,400	67,400	16.3
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	505,900	414,000	544,354	481,400	67,400	16.3

Director's Office Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Compensation as a % of Total	76%	76%	73%	74%
% of People Plan tasks completed	72%	80%	100%	-

2015/16 Director's Office Key Deliverables

Strategic Alignment	15/16 Deliverables
Our People – Human Capital Strategy	People Plan Complete the development of the HRM People Plan and implement objectives scheduled for 15/16 to create further alignment with HRM's Plan-on-a-Page. (Talent Management Blueprint)
Our People – Human Capital Strategy	Develop Workforce Data Further develop workforce data reporting and analytics to improve decision making capability.
Service Excellence – Continuous Improvement	Organizational Culture Support the CAO with cultural transformation-alignment with Plan-on-a-Page
Service Excellence – Continuous Improvement	HR Service Review Implement recommendations scheduled for 2015/16 as defined in the project plan.
Service Excellence – Continuous Improvement	Partnership Opportunities Explore partnership opportunities with other public sector employers to identify shared services opportunities.

Client Services:

Client Services provides expertise and consulting to Business Units to ensure efficient and consistent delivery of service and integration of human resource principles and practices in day-to-day operations, including: recruitment/selection/staffing, workforce planning, succession planning, career development and management, organizational design and realignment, general HR administration, employee relations, and performance management.

Services Delivered:

- Organizational effectiveness by responding to HR issues in the areas of business and workforce planning, succession planning, career development and management consulting by developing strategic frameworks and approaches that contribute to organizational effectiveness
- Value-added expertise/options to address recruitment and staffing issues unique to the client (security clearances, selection tools, qualifications, position changes, and job descriptions)
- Consulting expertise in the areas of organizational design and realignment, HR administration, employee relations, and performance management

Client Services Budget Overview

Client Services Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	1,433,100	1,457,100	1,243,300	1,412,400	(44,700)	(3.1)
* Office	9,700	4,500	4,211	4,500		
* External Services	78,200	73,200	109,304	57,400	(15,800)	(21.6)
* Building Costs			23			
* Other Goods & Services	25,300	30,300	36,197	55,500	25,200	83.2
* Interdepartmental			18			
** Total	1,546,300	1,565,100	1,393,053	1,529,800	(35,300)	(2.3)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	1,546,300	1,565,100	1,393,053	1,529,800	(35,300)	(2.3)

Client Services Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Compensation as a % of Total	88%	93%	87%	92%
Turnover rate	4.4%	3.5%	3.4%*	-
Turnover rate (permanent employees only)	3.1%	4.1%	4.2%*	-
# Jobs Filled	1310	1438	946*	-
Internal Hire Rate	54%	62%	50%*	-
External Hire Rate ¹	46%	38%	50%*	-

¹ 59.5% (283) of the 2014/15 external hires (to Dec 31/14) were recalls and rehires; 40.5% (193) were new employees.

**Figures represent statistics to the end of 3rd quarter (vs. projections).*

2015/16 Client Services Key Deliverables

Strategic Alignment	15/16 Deliverables
Our People – Recruitment Strategy	Hiring Policy & Practices Implement recommendations from the Hiring Policy/Practice review to further align with best practices. This will include revising current policy and practices and updating tools and training for Managers and Supervisors.
Our People – Workforce Planning	Recruitment Implement recommendations from the Recruitment Strategy committee. This will include leveraging social media platforms, further developing partnerships with post-secondary institutions, and updating recruitment brand and marketing tools.
Our People – Workforce Planning	Workforce Planning Implement a Workforce Planning Model for HRM to ensure the organization is positioned to address its current and future workforce challenges.

Labour Relations:

Labour Relations is responsible for consulting expertise to business units to ensure efficient and effective delivery of labour relations service and integration of labour relations strategy and principles to support organizational outcomes and sustainable municipal service delivery.

Labour Relations also assures labour relations strategy to support organizational capability to address compliance with collective agreement provisions, legislation and policies applicable to the organized workforces across HRM and union management relations in support of service excellence.

Services Delivered:

- Negotiation of Collective Agreements and coordination of collective bargaining to support corporate outcomes
- Labour relations consulting
- Strategic grievance handling and grievance mediation
- Research, fact-finding and investigation
- Subject matter expertise and advice regarding the daily administration of collective agreements and assistance with interest and rights arbitration
- Training and development to enhance organizational capacity of managers within a unionized environment
- Support for the integration of duty to accommodate principles throughout the organized workforce

Labour Relations Budget Overview

Labour Relations Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	550,600	568,900	539,242	569,600	700	0.1
* Office	3,200	800	2,517	800		
* External Services			4,666			
* Other Goods & Services	26,800	26,800	30,457	26,800		
** Total	580,600	596,500	576,882	597,200	700	0.1
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	580,600	596,500	576,882	597,200	700	0.1

Labour Relations Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Compensation as a % of Total	95%	95%	93%	95%
Overtime (\$)	\$16,900	\$17,600	\$0	\$0
# New Grievances	70	62	154	-

2015/16 Labour Relations Key Deliverables

Strategic Alignment	15/16 Deliverables
Service Excellence – Continuous Improvement	Attendance Support Program Support implementation of attendance support program review recommendations
	Collective Bargaining Lead collective bargaining initiatives scheduled for 2015-16

Organizational Development, Health, and Safety:

Organizational Development, Health & Safety is responsible for the following functional areas: Human Resource Planning/Organizational Development, Corporate Training and Leadership Development, Talent Management, Business Transition including Change Management, Conflict Resolution, Human Rights, Corporate Safety and Workplace Health Services.

Services Delivered:

- Provision of organizational development services including needs assessments, customized training, workforce analytics, organizational design, talent management, program and policy development
- Corporate learning and development program and expertise in adult learning to support continuous learning and service excellence
- Dispute Resolution Services including expertise in mediation, facilitated discussions, workplace assessments and other types of conflict resolution tools as well as training resources and coaching
- Facilitation of employment equity strategy and program development
- Leadership and expertise to support a healthy and productive workplace including coordination of disability case management (stay-at-work and return-to-work programs), duty to accommodate, ergonomic assessments, health monitoring, health promotion and the Employee and Family Assistance Program (EFAP)
- Leadership and expertise to support a "Safety First" workplace culture

Organizational Development, Health, and Safety Budget Overview

Organizational Development & Health Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	1,383,600	1,421,300	1,298,894	1,300,300	(121,000)	(8.5)
* Office	10,600	1,800	4,013	1,800		
* Supplies						
* Building Costs			293			
* Other Goods & Services	306,900	282,700	239,795	266,700	(16,000)	(5.7)
* Interdepartmental			478			
** Total	1,946,200	1,870,000	1,679,091	1,707,000	(163,000)	(8.7)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	1,946,200	1,870,000	1,679,091	1,707,000	(163,000)	(8.7)

WCB Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	81,600		0			
* Other Goods & Services	15,300					
** Total	96,900		0			
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	96,900		0			

Corporate Safety Summary of Expense & Revenue Types

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	341,200	328,900	220,263	427,400	98,500	29.9
* Office			4,812			
* External Services			15,396			
* Supplies	1,500	1,500	866	1,500		
* Building Costs			360			
* Equipment & Communications	1,000	1,000		1,000		
* Vehicle Expense						
* Other Goods & Services	10,000	10,000	6,506	10,000		
* Interdepartmental			149			
** Total	353,700	341,400	248,352	439,900	98,500	28.9
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	353,700	341,400	248,352	439,900	98,500	28.9

Organizational Development, Health, and Safety Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Compensation as a % of Total	75%	77%	77%	80%

2015/16 Organizational Development, Health, and Safety Key Deliverables

Strategic Alignment	15/16 Deliverables
Our People – Leadership Development	Corporate Learning & Development Strategy Implement recommendations from an organization-wide Learning & Development strategy in partnership with business units.
Health and Safety – Safety Culture	HRM's Health, Safety & Wellness Plan Continue the development and execution of HRM's Health, Safety & Wellness Plan. Guide and support the implementation plan with a focus on prevention, accident reduction and building a safety 1st culture for 2015/16 program elements (Year 2).
Health and Safety – Safety Culture	HRM's OHS (Occupational Health & Safety) Incident Reporting System Implement year 2 of OHS Incident reporting including standardized incident investigation and training with a focus on accident prevention.

Total Compensation:

Total Compensation is responsible for Total Compensation Strategy including design and administration, benefits plan consulting and administration, Human Resource policy specific to compensation, Human Resource information/ reporting (SAP/HR), labour market research, job evaluation design and administration, and HR business process consulting.

Services Delivered:

- Administration of compensation programs
- Administration of five (5) separate benefit programs (NSUPE, ATU, CUPE, Flex and Retiree)
- Coordination & facilitation of the Job Evaluation Committee, as well as direct job rating services
- Total compensation plan design, including salary, benefits, pension, etc.
- Salary and benefits research, benchmarking, consulting and advice including establishing salary levels for non-union employees
- Development and delivery of annual Non-Union Individual Salary Adjustment (ISA) program

Total Compensation Budget Overview

Total Compensation Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	681,400	693,400	681,940	694,200	800	0.1
* Office	5,800	700	463	700		
* External Services	20,000	20,000	15,558	20,000		
* Other Goods & Services	63,200	63,200	77,596	63,200		
* Interdepartmental			328			
** Total	770,400	777,300	775,885	778,100	800	0.1
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Other Revenue	(80,000)	(80,000)	(144,067)	(80,000)		
** Total	(80,000)	(80,000)	(144,067)	(80,000)		
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	690,400	697,300	631,819	698,100	800	0.1

Total Compensation Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Compensation as a % of Total	92%	88%	88%	89%
PRL (Pre-Retirement Leave) Processing Time	2 weeks	2 weeks	2 weeks	2 weeks

Customer Service Request Processing Times	2 days	2 days	2 days	2 days
Non Union Salary Bands relative to Compensation Philosophy	100%	100%	100%	-
Retirements	143	133	129	-

2015/16 Total Compensation Key Deliverables

Strategic Alignment	15/16 Deliverables
Service Excellence – Continuous Improvement	Total Compensation Roadmap Implement year 1 activities of the 5 year strategic plan for refreshing HRM's Total Compensation offering including input into Collective Bargaining mandates.
Service Excellence – Continuous Improvement	HR Technology Roadmap Commence core implementations of HR Technologies as identified in the HR Technology Roadmap (i.e. Employee and Manager Self Service)
Service Excellence – Continuous Improvement	Total Compensation Communications Strategy Enhance Total Comp communications by leveraging new HR technology to enhance communications on Total Compensation.

HR Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A205 Administration	505,900	414,000	544,354	481,400	67,400	16.3
A210 Org.Develop.& Health	1,946,200	1,870,000	1,679,091	1,707,000	(163,000)	(8.7)
A220 Client Services	1,546,300	1,565,100	1,393,053	1,529,800	(35,300)	(2.3)
A221 Locked WCB	96,900		0			
A230 Total Compensation	690,400	697,300	631,819	698,100	800	0.1
A235 Lock: HR SAP Project						
A240 Labour Relations	580,600	596,500	576,882	597,200	700	0.1
F182 Corporate Safety	353,700	341,400	248,352	439,900	98,500	28.9
** Total	5,720,000	5,484,300	5,073,550	5,453,400	(30,900)	(0.6)

Summary of Gross Expenditures

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A205 Administration	505,900	414,000	544,354	481,400	67,400	16.3
A210 Org.Develop.& Health	1,946,200	1,870,000	1,679,091	1,707,000	(163,000)	(8.7)
A220 Client Services	1,546,300	1,565,100	1,393,053	1,529,800	(35,300)	(2.3)
A221 Locked WCB	96,900		0			
A230 Total Compensation	770,400	777,300	775,885	778,100	800	0.1
A235 Lock: HR SAP Project						
A240 Labour Relations	580,600	596,500	576,882	597,200	700	0.1
F182 Corporate Safety	353,700	341,400	248,352	439,900	98,500	28.9
** Total	5,800,000	5,564,300	5,217,617	5,533,400	(30,900)	(0.6)

Summary of Gross Revenue

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A220 Client Services						
A230 Total Compensation	(80,000)	(80,000)	(144,067)	(80,000)		
** Total	(80,000)	(80,000)	(144,067)	(80,000)		

HR Summary Detail						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	4,174,000	4,253,100	3,796,458	4,277,100	24,000	0.6
6002 Salaries - Overtime	9,000	1,500	(806)	1,500		
6005 PDP & Union Con Incr			(160,806)			
6054 Vacation payout			9,634			
6100 Benefits - Salaries	708,400	769,000	704,606	793,100	24,100	3.1
6110 Vacancy Management	(151,500)	(273,700)		(387,900)	(114,200)	41.7
6152 Retirement Incentives	26,500	25,100	21,237	25,400	300	1.2
6154 Workers' Compensation	48,900	48,700	45,312	52,300	3,600	7.4
6199 Comp & Ben InterDept			(59,176)			
9200 HR CATS Wage/Ben			86			
* Compensation and Benefits	4,815,300	4,823,700	4,356,545	4,761,500	(62,200)	(1.3)
6201 Telephone	27,400	3,700	5,395	3,700		
6202 Courier/Postage	2,900	2,900	1,818	2,900		
6203 Office Furn/Equip	10,500	10,500	4,718	10,500		
6204 Computer S/W & Lic	500	500		500		
6205 Printing & Reprod			849			
6207 Office Supplies	16,000	16,000	12,086	17,000	1,000	6.3
6299 Other Office Expenses			5,330			
* Office	57,300	33,600	30,197	34,600	1,000	3.0
6301 Professional Fees	164,200	164,200	136,468	138,200	(26,000)	(15.8)
6303 Consulting Fees	24,600	24,600	19,729	47,700	23,100	93.9
6310 Outside Personnel			50			
6311 Security						
6399 Contract Services	261,500	75,600	251,390	497,200	421,600	557.7
* External Services	450,300	264,400	407,638	683,100	418,700	158.4
6401 Uniforms & Clothing	1,500	1,500	267	1,500		
6402 Med & First Aid Supp			33			
6406 Bridge Tolls			469			
6409 Personal Protect Equ			130			
* Supplies	1,500	1,500	899	1,500		
6602 Electrical			23			
6699 Other Building Cost			653			
* Building Costs			675			
6701 Equipment Purchase	1,000	1,000		1,000		
6705 Equip - R&M	2,000	2,000		2,000		
* Equipment & Communications	3,000	3,000		3,000		
6899 Other Vehicle Expense			1,502			
* Vehicle Expense			1,502			
6901 Membership Dues	30,000	30,000	31,520	30,000		
6902 Conferences/Workshop			28,928			
6903 Travel - Local	19,200	19,200	31,785	19,200		
6904 Travel - Out of Town	3,000	3,000	17,442	3,000		
6905 Training & Education	50,100	50,100	20,078	50,100		
6907 Commission Fees			553			
6914 Recruiting		5,000	1,233	31,200	26,200	524.0
6917 Books and Periodicals	9,000	9,000	5,982	7,000	(2,000)	(22.2)
6918 Meals	3,200	3,200	1,266	3,200		
6919 Special Projects	67,600	67,600	75,918	67,600		
6937 Corporate Training	255,000	215,500	185,757	200,000	(15,500)	(7.2)
6938 Rewarding Excellence	10,500	10,500	142	3,000	(7,500)	(71.4)
6999 Other Goods/Services	25,000	25,000	17,722	25,000		
* Other Goods & Services	472,600	438,100	418,327	439,300	1,200	0.3

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
7009 Internal Trfr Other			1,756			
7015 Int Trf FacilityRent			43			
9911 PM Labour-Reg			36			
* Interdepartmental			1,835			
8008 Transf to/fr Reserve				(389,600)	(389,600)	
* Other Fiscal				(389,600)	(389,600)	
** Total	5,800,000	5,564,300	5,217,617	5,533,400	(30,900)	(0.6)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
5508 Recov External Parti			(90,000)			
5521 CUPE Admin Fee	(80,000)	(80,000)	(54,067)	(80,000)		
* Other Revenue	(80,000)	(80,000)	(144,067)	(80,000)		
** Total	(80,000)	(80,000)	(144,067)	(80,000)		
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	5,720,000	5,484,300	5,073,550	5,453,400	(30,900)	(0.6)

Legal, Insurance and Risk Management Services

2015/16 Budget and Business Plan

Mission: To provide Halifax Regional Municipality with quality, cost effective, timely, and accessible legal, insurance and risk management services for all facets of its operations across the organization.

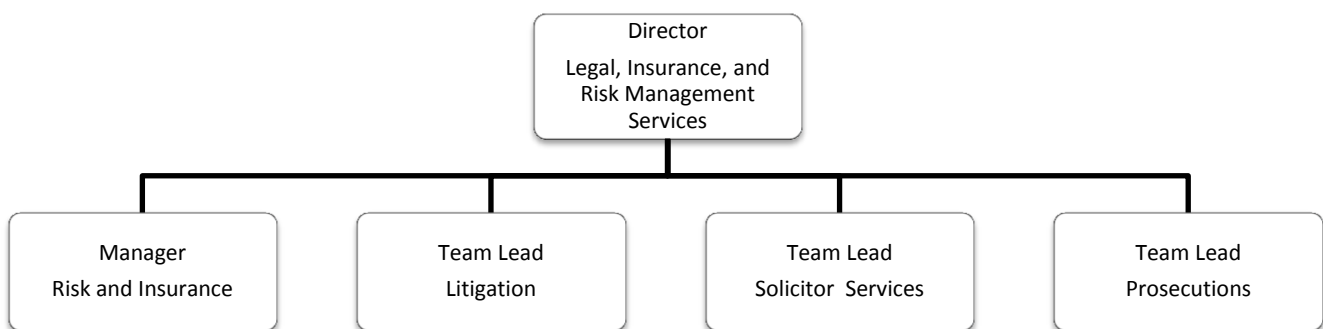
Legal, Insurance and Risk Management Services Overview

This business unit has two sections - Legal Services, and Risk and Insurance Services which together provide support to HRM initiatives and operations.

Legal Services supports Regional Council, its boards, commissions, committees and the business units with litigation, prosecution, and solicitor services.

Risk and Insurance Services is responsible for insurance claims brought against or made on behalf of HRM, risk management processes, and insurance coverage.

Legal, Insurance and Risk Management Org Chart



Funded Full Time Equivalents (FTEs)

Legal Insurance & Risk Management Services	2014/15 Approved (Established) (Apr 1/14)	2014/15 Approved (Established) (Mar 31/15)	2015/16 Proposed Change (+/-)	2015/16 Approved Total
Funded FTEs Includes full & part-time permanent positions	34	35	2.0	36
Term and Seasonal	0.6	0.6	1.2	1.8
Total FTE's	34.6	35.6	3.2	37.8

The following FTE changes have occurred in Legal Insurance & Risk Management Services since approval of the 2014/15 Budget and Business Plan:

- 2 FTEs transferred from TPW – 1 FTE converted to Solicitor I, 1 FTE eliminated

Legal, Insurance and Risk Management Operating Budget Overview

Legal Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	3,050,800	3,173,100	3,176,211	3,745,800	572,700	18.0
* Office	117,600	96,600	72,248	94,600	(2,000)	(2.1)
* External Services	508,100	386,100	333,506	399,200	13,100	3.4
* Supplies	4,000	4,000	902	2,500	(1,500)	(37.5)
* Materials						
* Building Costs						
* Equipment & Communications						
* Other Goods & Services	180,900	189,400	209,066	195,900	6,500	3.4
* Interdepartmental			250			
* Other Fiscal	(470,900)	(449,700)	(423,381)	(30,000)	419,700	(93.3)
** Total	3,390,500	3,399,500	3,368,802	4,408,000	1,008,500	29.7
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(211,500)	(186,400)	(183,240)	(182,000)	4,400	(2.4)
* Other Revenue	(31,000)	(31,000)	(22,942)	(40,000)	(9,000)	29.0
** Total	(242,500)	(217,400)	(206,182)	(222,000)	(4,600)	2.1
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	3,148,000	3,182,100	3,162,621	4,186,000	1,003,900	31.5

Legal, Insurance and Risk Management Budget Overview by Service Area

Legal Service Area Budget Overview						
Service Area	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var. %
Insurance & Risk Management Summary of Expense & Revenue Types				439,900	439,900	
Legal Services Summary of Expense & Revenue Types	3,148,000	3,182,100	3,162,621	3,746,100	564,000	18%
	3,148,000	3,182,100	3,162,621	4,186,000	1,003,900	32%

Legal, Insurance and Risk Management Key Metrics

Key Metrics and Drivers	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	94%	83%	82%	84%	85%
Expenditures per dwelling (191,579)	\$14.57	\$15.36	\$19.13	\$19.85	\$23.01

Legal, Insurance and Risk Management Strategic Initiatives for 2015/16

Strategic Alignment	
LIRM 1.01	Economic Development Theme - Focus on the Regional Centre
By-law Review Project (Year 2) LIRMS will continue its multi-year project to review all HRM By-laws. This includes drafting of new, as well as amending, repealing, and consolidating existing by-laws as necessary.	
LIRM 1.02	Risk Management
Contract Review (Year 2) LIRMS will lead a multi-year initiative working with business units to identify, prioritize, and undertake a comprehensive review of HRM contracts, agreements, and leases, and develop standard templates where appropriate.	
LIRM 1.03	Service Excellence – Continuous Improvement
LIRMS Business Unit Efficiencies To more efficiently manage HRM legal files and documents and enhance reporting capabilities, LIRMS will undertake a multi-year initiative to implement improvements in technology, processes, physical and electronic file and case management, and categorization and management of physical legal files.	
LIRM 1.04	Governance and Communications
LIRMS HRM Charter Review Support the CAO's office in facilitating the review of the municipal charter and determining the impact of the related changes.	

2015/16 Legal, Insurance and Risk Management Service Area Plans

Legal Services:

Legal Services is comprised of three service teams: Litigation, Prosecution, and Solicitor Services.

Services Delivered:

- Litigation Services – advises on and represents HRM in proceedings involving the Municipality and its employees before the Supreme Court and administrative tribunals including arbitration panels, Labour Boards, Police Review Board, Human Rights Commission, National Energy Board, Nova Scotia Utility and Review Board and Canadian Transportation Agency
- Prosecution Services – provides training to HRP and staff and prosecutes violations under the *Motor Vehicle Act*, *Liquor Control Act*, *Fire Safety Act*, *Protection of Property Act*, *911 Act*, *Off Highway Vehicle Act*, *Smoke Free Places Act*, Building Code, Land use violations, Development Agreement violations, violations of municipal by-laws, and various regulatory infractions as well as HRM-issued parking tickets, including all related applications and appeals
- Solicitor Services - provides legal advice to Council in respect of the conduct of the business of the municipality; provides advice to management and staff on a wide range of topics, including related research on a daily basis for the HRM. Works with business units to develop, amend, and consolidate By-laws for the Municipality as well as working with business units to draft a wide array of legal agreements, leases, policies and MOU's and assist in negotiations where required. Further, Solicitor Services completes property transactions for land acquisitions and disposals, title investigations, reviews and approves documents regarding encroachments, easements, and rights-of way, prepares conveyance-documents for tax sales as well as provides ongoing advice to Real Estate on any number of issues

Legal Services Budget Overview

Legal Services Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	2,679,600	2,786,400	2,793,998	3,350,200	563,800	20.2
* Office	85,900	71,700	54,782	74,300	2,600	3.6
* External Services	466,100	374,000	322,072	399,200	25,200	6.7
* Supplies			42			
* Materials						
* Building Costs						
* Equipment & Communications						
* Other Goods & Services	158,900	167,400	196,503	174,400	7,000	4.2
* Interdepartmental						
* Other Fiscal				(30,000)	(30,000)	
** Total	3,390,500	3,399,500	3,367,396	3,968,100	568,600	16.7
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(211,500)	(186,400)	(183,240)	(182,000)	4,400	(2.4)
* Other Revenue	(31,000)	(31,000)	(21,535)	(40,000)	(9,000)	29.0
** Total	(242,500)	(217,400)	(204,775)	(222,000)	(4,600)	2.1
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	3,148,000	3,182,100	3,162,621	3,746,100	564,000	17.7

Legal Services Key Metrics

Key Service Area Metrics	12/13	13/14	14/15
Legal Files Opened	Actual	Actual	Projection
Number of Legal Files Opened	817	824	800
Library	3	2	2
HRWC	7	3	3
Other Boards/Commissions	3		
CAO	43	36	35
C&RS	118	117	0
Council	14	11	10
External & Corp Affairs	4	7	6
FICT	147	112	115
Fire	17	7	8
HR	9	21	18
Legal/Risk & Insurance*	191	212	195
Operations Support**		44	100
Parks & Recreation**		16	75
Planning & Development**		36	100
P&I	116	75	0

Key Service Area Metrics	12/13	13/14	14/15
Legal Files Opened	Actual	Actual	Projection
Police	32	49	50
Transit	44	32	35
TPW	69	44	48
Prosecution Files	168	140	150

*Includes administrative and general files

**New Business Units created during 2014 restructure

2015/16 Legal Services Key Deliverables

Strategic Alignment	15/16 Deliverables
Economic Development Theme - Focus on the Regional Centre	By-law Review Project Undertake Year 2 of the multi-year By-law review project - to carry out a complete review of HRM By-laws (new, amend or repeal existing, consolidate existing)
Governance & Communication - ABCs	Governance Review - (Library/HW) Support Support Finance and ICT to review and fully define governance structure, relationships, roles and responsibilities with respect to the Library and Halifax Water
Governance & Communication - Communications	Charter Review - Support Communications Support the CAO's office and GREA in facilitating the review of the municipal charter and determining impact of related changes
Governance & Communication - Communities of Interest	Boundary Overlap Responsibility MOUs - Establish Support the Business Units in establishing MOUs to define who is responsible when boundaries overlap (i.e., DNR, DND) on an as required basis
Governance & Communication - Council and Committees	Escalation of Disputed Council Reports - Lead Guideline Development Lead development of guidelines on how to break non-action by committee, i.e. how to escalate
Risk Management	Contract Review Continuation of contract review working with business units to identify, prioritize, and catalogue HRM contracts, agreements, and leases, and develop standard templates where appropriate.
	Tax Sale Project Continue to work with HRM Revenue, PVSC, DNR and SNSMR to reduce number of "problem" tax sale files. Goal is to reduce "problem" files by approximately 50 and maintain ongoing tax sales so as not to increase the number of "problem" files.

Risk and Insurance Services:

Risk and Insurance Services acts in conjunction with legal services to manage claims made against the HRM. This section manages the financing of HRM risk through insurance and a reserve. To reduce losses they seek to apply sound risk management processes to the identification, analysis, and mitigation of loss exposures to the HRM.

Services Delivered:

- Handles investigation, management, resolution and administration of all insurance claims made against or on behalf of HRM
- Market HRM to national and international insurance companies
- Design and management of self-insurance program, reserve funds and insurance coverage to fit the needs of HRM operations
- Ongoing review, procurement and maintenance of optimum insurance coverage suitable to the needs of HRM
- Ongoing review of contracts, agreements, leases and special events to address risk exposures
- Conduct site assessments and obtain building appraisals
- Provide risk management advice, training and monitoring, particularly in the area of loss control to internal and external clients

Risk and Insurance Services Budget Overview

Insurance & Risk Management Summary of Expense & Revenue						
Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	371,200	386,700	382,213	395,600	8,900	2.3
* Office	31,700	24,900	17,467	20,300	(4,600)	(18.5)
* External Services	42,000	12,100	11,434		(12,100)	(100.0)
* Supplies	4,000	4,000	860	2,500	(1,500)	(37.5)
* Equipment & Communications						
* Other Goods & Services	22,000	22,000	12,563	21,500	(500)	(2.3)
* Interdepartmental			250			
* Other Fiscal	(470,900)	(449,700)	(423,381)		449,700	(100.0)
** Total			1,407	439,900	439,900	
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Other Revenue			(1,407)			
** Total			(1,407)			
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit				439,900	439,900	

Risk and Insurance Services Key Metrics

Key Metrics and Drivers	11/12	12/13	13/14	14/15
	Actual	Actual	Actual	Projection
Claims received by fiscal year	959	956	1319	1285

2015/16 Risk and Insurance Services Key Deliverables

Strategic Alignment	15/16 Deliverables
Governance & Communication - ABCs	<p>Review of ABCs Support Parks & Recreation to ensure all ABC's who operate HRM owned facilities under any type of agreement have consistent agreements and provide inclusion under group insurance; reviewing tasks arising from AG report and implement recommendations as required</p>
Our People - Recruitment Strategy	<p>Volunteer Fire Association Program - develop and implement Finalize development and implementation of Volunteer Fire Association program</p>
Service Excellence – Continuous Improvement	<p>Risk and Claims Policy and Procedures Manual - develop Commence development of Risk and Claims policy and procedure manual including identification of HRM Business Unit roles and responsibilities as well as standardization of forms. (Multi-year project). Anticipate 25% completion during 2015-16.</p>
	<p>User Group Insurance Program - Implementation Complete implementation of a "user group" insurance program for renters of HRM facilities to support community groups and ensure the protection of HRM should any participant be injured or there be damage to HRM owned facilities.</p>
	<p>Operational Risk Review Risk staff will review the report generated by the Enterprise Risk Management Office to ensure that the risks identified are covered through the current insurance program and explore enhancements of cover as may be required. In addition, staff will work with the risk owner department to identify risk control measures as may be required.</p>

Legal Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A101 Lock: Administration						
A110 Legal Services	3,148,000	3,182,100	3,162,621	3,746,100	564,000	17.7
A303 Risk & Insurance Services				439,900	439,900	
* Legal Services	3,148,000	3,182,100	3,162,621	4,186,000	1,003,900	31.5
** Total	3,148,000	3,182,100	3,162,621	4,186,000	1,003,900	31.5

Legal Summary of Gross Expenditures

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A101 Lock: Administration						
A110 Legal Services	3,390,500	3,399,500	3,367,396	3,968,100	568,600	16.7
A303 Risk & Insurance Services			1,407	439,900	439,900	
* Legal Services	3,390,500	3,399,500	3,368,802	4,408,000	1,008,500	29.7
** Total	3,390,500	3,399,500	3,368,802	4,408,000	1,008,500	29.7

Legal Summary of Gross Revenue

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
A110 Legal Services	(242,500)	(217,400)	(204,775)	(222,000)	(4,600)	2.1
A303 Risk & Insurance Services			(1,407)			
* Legal Services	(242,500)	(217,400)	(206,182)	(222,000)	(4,600)	2.1
** Total	(242,500)	(217,400)	(206,182)	(222,000)	(4,600)	2.1

Legal Summary Details						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	2,595,400	2,652,400	3,081,709	3,110,600	458,200	17.3
6002 Salaries - Overtime	2,500	2,600	140	2,600		
6005 PDP & Union Con Incr			(108,551)			
6054 Vacation payout			2,174			
6100 Benefits - Salaries	427,300	491,800	531,197	561,500	69,700	14.2
6110 Vacancy Management	(20,000)	(20,400)		(20,400)		
6152 Retirement Incentives	15,200	16,300	16,673	18,500	2,200	13.5
6154 Workers' Compensation	30,400	30,400	32,421	32,300	1,900	6.3
6199 Comp & Ben InterDept			(379,553)	40,700	40,700	
* Compensation and Benefits	3,050,800	3,173,100	3,176,211	3,745,800	572,700	18.0
6201 Telephone	22,400	3,000	1,173	2,000	(1,000)	(33.3)
6202 Courier/Postage	5,600	5,100	6,163	6,600	1,500	29.4
6203 Office Furn/Equip	11,100	11,000	2,426	9,500	(1,500)	(13.6)
6204 Computer S/W & Lic	54,000	54,200	44,689	55,000	800	1.5
6205 Printing & Reprod	1,500	700	175	500	(200)	(28.6)
6207 Office Supplies	23,000	22,600	17,199	21,000	(1,600)	(7.1)
6299 Other Office Expenses			423			
* Office	117,600	96,600	72,248	94,600	(2,000)	(2.1)
6301 Professional Fees	60,500	27,100	25,607	45,000	17,900	66.1
6302 Legal Fees	250,000	175,000	157,250	175,000		
6303 Consulting Fees						
6309 Litigation Disburse	27,000	15,000	9,576	12,000	(3,000)	(20.0)
6314 Prosecution Services	163,100	161,500	128,678	162,200	700	0.4
6399 Contract Services	7,500	7,500	12,394	5,000	(2,500)	(33.3)
* External Services	508,100	386,100	333,506	399,200	13,100	3.4
6499 Other Supplies	4,000	4,000	902	2,500	(1,500)	(37.5)
* Supplies	4,000	4,000	902	2,500	(1,500)	(37.5)
* Materials						
* Building Costs						
* Equipment & Communications						
6901 Membership Dues	80,200	82,000	61,436	93,700	11,700	14.3
6902 Conferences/Workshop	5,000	5,000	566	5,000		
6903 Travel - Local	9,900	9,900	10,651	9,900		
6904 Travel - Out of Town	8,000	8,000	10,556	8,000		
6905 Training & Education	40,500	40,500	30,055	36,000	(4,500)	(11.1)
6917 Books and Periodicals	35,000	41,000	61,809	41,000		
6918 Meals	500	500	569	300	(200)	(40.0)
6938 Rewarding Excellence	800	1,500	964	1,500		
6999 Other Goods/Services	1,000	1,000	32,461	500	(500)	(50.0)
* Other Goods & Services	180,900	189,400	209,066	195,900	6,500	3.4
7009 Internal Trfr Other			250			
* Interdepartmental			250			
8008 Transf to/fr Reserve	(470,900)	(449,700)	(423,381)	(30,000)	419,700	(93.3)
* Other Fiscal	(470,900)	(449,700)	(423,381)	(30,000)	419,700	(93.3)
** Total	3,390,500	3,399,500	3,368,802	4,408,000	1,008,500	29.7
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
5250 Sales of Svcs-Other	(211,500)	(186,400)	(183,240)	(182,000)	4,400	(2.4)
* Fee Revenues	(211,500)	(186,400)	(183,240)	(182,000)	4,400	(2.4)
5508 Recov External Parti	(31,000)	(31,000)	(22,942)	(40,000)	(9,000)	29.0
* Other Revenue	(31,000)	(31,000)	(22,942)	(40,000)	(9,000)	29.0
** Total	(242,500)	(217,400)	(206,182)	(222,000)	(4,600)	2.1
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	3,148,000	3,182,100	3,162,621	4,186,000	1,003,900	31.5

Operations Support

2015/16 Budget and Business Plan

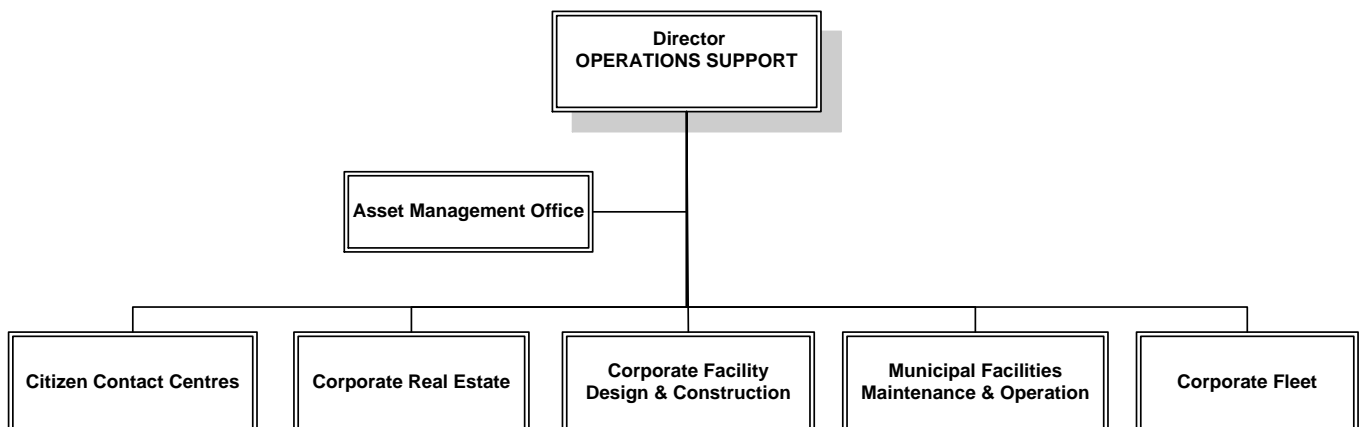
Mission: *Promoting service excellence, by providing operations support to HRM Business Units*

Operations Support Overview

Operations Support is a newly created Business Unit, effective October 2014. This Business Unit facilitates the efficient operations of other Business Units, by offering high-quality and cost-effective services that focus on reliability, flexibility, and service excellence. Services offered include:

- Land transactions, leasing, industrial parks, corporate accommodations;
- Building design and construction;
- Building operations, maintenance and corporate security;
- Corporate fleet;
- Citizen contact centres; and
- Capital budgeting & enterprise asset management

Operations Support Org Chart



Funded Full Time Equivalent (FTEs)

	2014/15 Approved (Apr 1/14)	2015/16 Proposed Change (+/-)	2015/16 Approved Total FTE's
Funded FTEs Includes full & part-time permanent positions	224.9	-1.0	223.9
Term and Seasonal	0.0	0.0	0.0
Total FTE's	224.9	-1.0	223.9

Operations Support Operating Budget Overview

Operations Support Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	16,703,600	15,725,400	15,009,798	16,638,700	913,300	5.8
* Office	321,600	334,800	200,149	318,200	(16,600)	(5.0)
* External Services	5,862,300	4,270,200	5,581,376	5,221,000	950,800	22.3
* Supplies	380,400	252,200	315,399	264,700	12,500	5.0
* Materials	483,600	480,900	441,424	461,300	(19,600)	(4.1)
* Building Costs	10,119,500	7,934,500	8,795,551	8,507,300	572,800	7.2
* Equipment & Communications	1,224,800	1,289,000	1,463,362	1,350,400	61,400	4.8
* Vehicle Expense	5,715,200	5,672,200	5,321,880	4,694,100	(978,100)	(17.2)
* Other Goods & Services	4,251,100	3,862,600	3,721,783	3,786,900	(75,700)	(2.0)
* Interdepartmental	(1,996,300)	20,000	(122,360)	(9,000)	(29,000)	(145.0)
* Debt Service	35,400	35,400	18,659		(35,400)	(100.0)
* Other Fiscal	1,081,300	1,070,700	1,068,066	807,300	(263,400)	(24.6)
** Total	44,182,500	40,947,900	41,815,085	42,040,900	1,093,000	2.7
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(4,196,800)	(1,960,000)	(1,958,222)	(1,835,000)	125,000	(6.4)
* Other Revenue	(50,500)	(279,000)	(284,100)	(279,000)		
** Total	(4,247,300)	(2,239,000)	(2,242,321)	(2,114,000)	125,000	(5.6)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	39,935,200	38,708,900	39,572,764	39,926,900	1,218,000	3.1

Director's Office Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	891,200	620,400	641,597	636,100	15,700	2.5
* Office	13,300	6,200	5,518	3,600	(2,600)	(41.9)
* External Services	3,300	10,500	54,227	85,000	74,500	709.5
* Equipment & Communications			94			
* Other Goods & Services	75,400	45,400	38,860	28,000	(17,400)	(38.3)
* Interdepartmental			264			
** Total	983,200	682,500	740,560	752,700	70,200	10.3
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	983,200	682,500	740,560	752,700	70,200	10.3

Operations Support Budget Overview by Service Area

Operations Support Service Area Budget Overview						
Service Area	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var. %
Director's Office Summary of Expense & Revenue Types	983,200	682,500	740,560	752,700	70,200	10
Citizen Contact Centres Summary of Expense & Revenue Types	2,836,900	2,748,200	2,718,968	2,778,000	29,800	1
Facility Design & Construction Summary of Expense & Revenue Types	1,522,400	783,500	937,594	1,039,200	255,700	33
Corporate Fleet Summary of Expense & Revenue Types	11,247,600	11,001,800	10,577,629	10,298,600	(703,200)	(6)
Corporate Real Estate Summary of Expense & Revenue Types	1,909,700	3,944,200	4,198,744	4,435,300	491,100	12
Municipal Facilities Maintenance & Operations Summary of Expense & Revenue Types	21,435,400	19,548,700	20,399,269	20,623,100	1,074,400	5
	39,935,200	38,708,900	39,572,764	39,926,900	1,218,000	3%

Operations Support Key Metrics

Key Metrics and Drivers	11/12	12/13	13/14	14/15	15/16
	Actual	Actual	Actual	Projection	Target
Compensation as a % of Total	NA	NA	34.0%	37.0%	39.6%
Expenditures per Dwelling (191,579 dwellings)	NA	NA	\$234.53	\$213.25	\$219.44

Operations Support Strategic Initiatives for 2015/16

Strategic Alignment	
OS 1.01	Economic Development – Regional Centre
<p>Cogswell Interchange</p> <p>The Municipality will contract a Project Director to oversee all aspects of the Cogswell Redevelopment Project. In addition to the engineering and procurement aspects of the project, there will be significant communication requirements with stakeholders, decision makers, steering committee members, the working committee, staff and Regional Council. Critical aspects of the project management include: risk assessments; construction and critical path scheduling; ensuring land negotiations for land assembly/land agreements are concluded; urban planning requirements are initiated and aligned with other projects underway in the downtown area including the Angus L MacDonald bridge re-decking project, and abutting properties such as the Casino, Marriott Harbourfront Hotel, and Delta Barrington Hotel. The demolition and reconstruction of the Cogswell Lands is estimated to be a four year project. The development of the lands, including land use by-law planning and real estate marketing, will occur over an additional four to five years.</p>	

OS 1.02	Economic Development – Supply of Industrial Lands
<p>20-Year Supply of Industrial Land</p> <p>HRM will maintain and/or expand its industrial land base to ensure a 20-year supply of land; limiting retail and office development within them, by implementing the following: 1) adjusting capital plans to finance the acquisition and preparation of land for industrial development; 2) amending zoning in the Burnside expansion area, re-zoning the Coast Guard lands on the Dartmouth waterfront, and protecting harbour front land to provide for future industrial use; 3) maintaining the industrial land in existing industrial business parks, and limiting retail and office development within them; and 4) planning of the municipally owned lands at Aerotech and Ragged Lake Park to provide for future expansion. An RFP for a concept plan and feasibility analysis for potential expansion of Ragged Lake Industrial Park has been awarded. Staff will continue to collaborate with Halifax Water and the Halifax Stanfield International Airport Authority on planned servicing upgrades to enable Aerotech industrial lands to come on line over the next few years.</p>	
OS 1.03	Financial Responsibility – Expenditure Management
<p>Corporate Real Estate</p> <p>In an effort to align accommodation needs with available inventory, a comprehensive review of Municipally owned real estate will be done. An inventory identifying owned versus leased office space, location of staff and anticipated future accommodation needs and industry standards for space planning will be developed.</p>	
OS 1.04	Service Excellence – Service Strategy
<p>Customer Service – Customer Service Centre</p> <p>In 2014, a comprehensive analysis of the Municipality’s Customer Service Centres was undertaken to seek efficiencies in the front-counter services offered. The results of this review will be implemented in 2015/16. To ensure ongoing improvement, a customer service quality assurance process will be implemented to aid in meeting citizen and Council customer service expectations.</p>	
OS 1.05	Service Excellence – Service Strategy
<p>Development of a Corporate Customer Service Strategy</p> <p>In support of the Administrative Pillar “Service Excellence”, a strategy will be developed to improve upon the quality of customer service provided by the organization. Year one activities include the development of a cross functional team, defining corporate service excellence, and collecting citizen satisfaction baseline data. The long-term goals include linking the needs of residents to improvements in service quality; service delivery standards; and streamlined service delivery.</p>	
OS 1.06	Financial Responsibility - Expenditure Management
<p>Enterprise Asset Management (EAM)</p> <p>The EAM program enables life-cycle cost based decisions on assets, and provides a better understanding of the relationship between assets and service delivery through improved technology and business processes. Various components of this program are being developed in conjunction with Halifax Water to provide a complete "city-wide" view of managing public assets.</p>	

OS 1.07	Financial Responsibility - Expenditure Management
<p>Support HRM's Fleet Focus Efforts</p> <p>Fleet Focus is the first implementation of the EAM project. Operations Support will conduct a fleet rationalization and sustainability review to determine the best approach and service standards for assessing clients' vehicle/equipment needs and lifecycle management. The goal is to create a process to guide decision making around lease, purchase, return and surplus of vehicles/equipment.</p>	

Summary of 2015/16 Operations Support Changes

Cost Reduction Initiatives	Proposed 15/16 Savings
Goods and services – building costs	66,400
Reduction in office costs	14,800
Renegotiated contracts – snow, garbage	229,700
Reduction in paint and other materials	67,800
Elevator and escalator repair	108,800
Heating fuel	115,000
Vehicle repair and maintenance	106,900
Vehicle fuel – gas and diesel	792,800
Total to offset base cost	\$1,502,200

* Reductions are offset by increases in other areas such as salaries, building maintenance and consulting services

New or Expanded Services	Projected 15/16 Costs
Service standard model developed for facilities	50,000
Review of Fleet complement and requirements	50,000
Corporate Accommodations Study	50,000
Citizen Contact Centre Service Review	10,000
Total	\$160,000

2015/16 Operations Support Service Area Plans

Citizen Contact Centres

The Citizen Contact Centre provides easy access to municipal services by phone, in-person, or on-line. Citizens can call 311 toll-free from anywhere in the Municipality, and access a wide variety of municipal information and services in over 150 languages. HRM also maintains five walk-in Customer Service Centres throughout the Municipality.

Services Delivered:

- Information / Service Request Intake and Routing for Response - The 311 Call Centre serves as the initial intake point for citizen service requests providing responses to general inquiries (Tier 1), intake and referral for requests that require business unit level expertise (Tier 2).
- Urgent Service Request Intake and Response – Takes urgent requests for service and dispatches appropriate service responders during regular business hours.
- After-Hours Alarm Monitoring and Responder Dispatch - Takes urgent after hour calls, monitors various alarm systems such as elevators, pumping stations, etc., and dispatches appropriate service responders.
- Licences, Permits, Products, or Services Payments - An in-person service consisting of processing and/or accepting of payment for various licenses, permits, products or services.

Citizen Contact Centres Budget Overview

Citizen Contact Centres Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	2,545,700	2,547,900	2,573,782	2,636,400	88,500	3.5
* Office	101,000	26,000	16,268	22,500	(3,500)	(13.5)
* External Services	140,900	135,900	99,539	80,200	(55,700)	(41.0)
* Supplies	400	400	449	400		
* Building Costs			198			
* Equipment & Communications	800	800		800		
* Other Goods & Services	28,100	17,200	7,753	17,700	500	2.9
* Interdepartmental	20,000	20,000	20,076	20,000		
** Total	2,836,900	2,748,200	2,718,066	2,778,000	29,800	1.1
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues			86			
* Other Revenue			816			
** Total			903			
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	2,836,900	2,748,200	2,718,968	2,778,000	29,800	1.1

Citizen Contact Centres Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Grade of Service Target (GOS - 80% of calls answered within 25 seconds)	73%	63%	68%	80%
Call Volume	460,000	405,000	399,000	400,000
# of Counter Service Transactions	105,000	95,000	99,000	100,000
Customer Satisfaction – Call Centre	86%	85%	85%	85%
Abandonment Rate	6%	9.5%	7%	Under 10%

2015/16 Citizen Contact Centres Key Deliverables

Strategic Alignment	15/16 Deliverables
Service Excellence – Service Strategy	Corporate Customer Service Strategy Framework Develop a cross functional team to create a framework for the strategy, define corporate service excellence and gather baseline data to determine current customer service satisfaction levels.
Service Excellence – Continuous Improvement	Customer Service Centre Review - Recommendations Implementation Implement the HRM's Customer Service Centre review to ensure ongoing improvement and assist in meeting citizen and Council customer service expectations.
Service Excellence – Continuous Improvement	Service Delivery Improvements - New 311 Telephony Implementation Review Tools and Technologies to improve the customer experience when communicating with HRM - purchase and implement new telephony solution for the 311 Halifax Call Centre.
Service Excellence – Continuous Improvement	Service Delivery Improvements Continue to expand on-line service offerings to customers using Halifax.ca .

Corporate Facility Design and Construction

Corporate Facility Design and Construction provides professional and technical services, including the design, construction, inspection, condition assessments, and records management for Municipal buildings.

Services Delivered:

- Service Improvement (Capital Delivery) – Provides professional project management and consultation services for the design and construction of new buildings.
- State of Good Repair (Recapitalization) - Delivery of capital improvements or repair/replacement work, Facility Condition Assessments, and Facility Condition Index Benchmarks to analyze the effect of investing in municipally owned and operated buildings. HRM currently owns or leases approximately 300 buildings.

Corporate Facility Design and Construction Budget Overview

Facility Design & Construction Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	1,405,700	757,300	914,557	991,700	234,400	31.0
* Office	17,600	4,000	2,347	5,000	1,000	25.0
* External Services	10,000	4,400		49,600	45,200	1,027.3
* Supplies	600	300	614	300		
* Materials						
* Building Costs			170			
* Equipment & Communications						
* Other Goods & Services	88,500	17,500	18,696	42,200	24,700	141.1
* Interdepartmental			1,210			
* Other Fiscal				(49,600)	(49,600)	
** Total	1,522,400	783,500	937,594	1,039,200	255,700	32.6
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	1,522,400	783,500	937,594	1,039,200	255,700	32.6

Corporate Facility Design and Construction Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Service Improvement delivered	\$25,260,000	\$6,229,000	\$900,240	\$8,405,000
State of Good Repair delivered	\$8,937,000	\$10,207,000	\$7,381,245	\$19,360,000
80% of Capital Budget is committed within the fiscal year	81%	77% (\$38,304,000)	68% (\$38,416,000 expended as at March 12, 2015)	80% (\$26,572,000)
Number of projects within 20% (-/+) of projected Budget	-	-	-	90%

2015/16 Corporate Facility Design and Construction Key Deliverables

Strategic Alignment	15/16 Deliverables
Healthy Communities - Inclusive and Accessible Community	HRM Recreation Facility Accessibility Projects Review building condition assessments and prioritize accessibility projects at Municipally owned recreation facilities.
Healthy Communities - Recreation and Leisure	Long Term Arena Strategy Provide project management services for the four pad arena in Dartmouth by advising on procurement options, and overseeing the design and construction of the facility.
Service Excellence - Continuous Improvement	Process Improvements for the Delivery of Projects Develop process improvement plans for the monitoring and controlling

	of projects through the use of project management principles and practices, and ensure timely close out and hand off of projects from capital to operating.
Service Excellence - Continuous Improvement	Implementation of the Re-Capitalization Plan Conduct condition assessments to maintain accurate and relevant data to support Enterprise Asset Management. Deliver the 15/16 planned re-cap for Parks & Recreation and Halifax Regional Fire & Emergency facilities; and execute bulk roofing and paving contracts.

Corporate Fleet

Corporate Fleet is responsible for the purchase, maintenance, repair and disposal of all fleet and equipment assets for Police, Fire, Halifax Transit service vehicles and Municipal fleet. Corporate Fleet is the asset manager for 1039 licenced (plated) vehicles/equipment, 574 pieces of unlicensed equipment, and coordinates the management of all related master files, such as permits and registration.

Services Delivered:

- Fleet and Equipment Acquisition and Disposal – Corporate Fleet procures vehicles, maintains equipment and disposes of vehicles when they are no longer suitable for use by HRM.
- Fleet Planning and Maximization - Corporate Fleet provides strategic and tactical fleet planning and related analysis and reporting.
- Vehicle Repair and Maintenance - Corporate Fleet provides timely maintenance and repair to keep all HRM vehicles (excluding Halifax Transit buses) in good running order, compliant with legislation, and fit for business unit use. All vehicles maintained by Corporate Fleet, are subject to at least one preventive maintenance inspection annually. Over 24,000 inspection and repair work orders are conducted per year.

Corporate Fleet Budget Overview

Corporate Fleet Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	4,552,300	4,510,300	4,475,381	4,844,500	334,200	7.4
* Office	28,700	13,300	23,917	12,700	(600)	(4.5)
* External Services	502,100	388,600	471,844	378,100	(10,500)	(2.7)
* Supplies	73,700	73,700	91,876	73,200	(500)	(0.7)
* Materials	35,000	35,000	17,504	24,200	(10,800)	(30.9)
* Building Costs	14,000	14,000	13,632	13,000	(1,000)	(7.1)
* Equipment & Communications	123,900	122,900	66,938	142,600	19,700	16.0
* Vehicle Expense	5,642,200	5,622,200	5,261,555	4,630,600	(991,600)	(17.6)
* Other Goods & Services	275,700	221,800	218,499	208,700	(13,100)	(5.9)
* Interdepartmental			(59,243)	(29,000)	(29,000)	
** Total	11,247,600	11,001,800	10,581,904	10,298,600	(703,200)	(6.4)
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Other Revenue			(4,275)			
** Total			(4,275)			
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	11,247,600	11,001,800	10,577,629	10,298,600	(703,200)	(6.4)

Corporate Fleet Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Maintenance Requests (Preventative maintenance work)	24,618	27,555	26,592	28,000
Maintenance Requests (Demand maintenance work)	22,181	25,047	23,900	25,200

2015/16 Corporate Fleet Key Deliverables

Strategic Alignment	15/16 Deliverables
Financial Responsibility - Expenditure Management	<p>Cost Benefit Analysis of Leasing Heavy Vehicles/Equipment Create a report outlining the potential benefits and cost saving measures of leasing assets such as heavy vehicles (salt/plow trucks) and heavy equipment (backhoes). This would include multi-year agreements addressing seasonal use, maintenance and telematics such as GPS, mileage and salt operations.</p>
Financial Responsibility - Expenditure Management	<p>Fleet Rationalization & Sustainability - Process / Guidelines Determine best approach for assessing clients' vehicle/equipment needs and lifecycle management. Create a process to guide decision making around leasing, purchase, return and surplus of vehicles/equipment.</p>
Financial Responsibility - Expenditure Management	<p>Small Equipment Lifecycle Management Define the responsibilities around the purchase, maintenance and disposal of small equipment (i.e. lawn mowers, chainsaws). This includes the definition of what is considered small equipment, who holds the budget for purchasing/maintenance, and how fleet growth/reductions are determined.</p>
Service Excellence – Continuous Improvement	<p>Fleet Focus Software Continue with implementation of software benefits following the “go-live” phase. Fleet Services will coordinate with stakeholders to implement a new fuel management solution using technology, policy, and governance, in alignment with the recommendations in the Auditor General's Fuel Report.</p>

Corporate Real Estate

Corporate Real Estate is responsible for real property acquisition and disposal services; industrial park development sales and land management; valuation and appraisal; negotiation and lease management where HRM is either landlord or tenant; portfolio development, accommodations planning; and real estate advisory services.

Services Delivered:

- Public Lands and Portfolio Management – The Municipality holds public lands for the provision of public services, for the protection and fostering of cultural and environmental assets, and to shape communities and the region as a whole. Corporate Real Estate is responsible for identifying real property for acquisition in support of other business units' strategic corporate initiatives. This includes municipal land management, strategic property acquisition, and disposals. Services provided include site selection and site planning; strategic property disposal and acquisition; property rationalization support and coordination of asset reviews for property and land; and the development of policies and direction as it pertains to public lands.
- Acquisition and Disposal – Provides strategic portfolio management. Real estate assets are subject to regular review. Corporate Real Estate leads the Administrative Order 50 review process where properties that no longer serve an operational requirement, or otherwise appear to be surplus, are strategically disposed of, as directed by policy of Regional Council.
- Industrial Park Development – Leads municipal development of regional industrial parks. Primary supplier of competitively priced industrial and commercial lands for attraction, growth, and expansion to support HRM's Economic Strategy and Regional Plan. Program management and contract sales of lot inventory, direct to commercial end users and developers, for immediate construction of purpose-built commercial buildings or multi-tenant commercial buildings.
- Leasing - Acquires leased properties to meet clients' requirements, leases out municipal properties for interim use by third parties, and manages financial and landlord/tenant contract functions.
- Lease Management - Provides property management services to commercial leases and HRM-owned properties.

Corporate Real Estate Budget Overview

Corporate Real Estate Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	1,073,600	1,284,200	1,411,787	1,297,800	13,600	1.1
* Office	28,500	15,900	10,876	14,900	(1,000)	(6.3)
* External Services	207,000	218,000	147,242	292,100	74,100	34.0
* Supplies			30			
* Materials			1,522			
* Building Costs	626,700	526,300	712,950	810,700	284,400	54.0
* Equipment & Communications			3,240			
* Other Goods & Services	3,331,200	3,353,800	3,270,970	3,358,800	5,000	0.1
* Interdepartmental			(68,549)			
* Other Fiscal		(105,000)	(68,668)	(115,000)	(10,000)	9.5
** Total	5,267,000	5,293,200	5,421,398	5,659,300	366,100	6.9
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(3,306,800)	(1,345,000)	(1,217,522)	(1,220,000)	125,000	(9.3)
* Other Revenue	(50,500)	(4,000)	(5,132)	(4,000)		
** Total	(3,357,300)	(1,349,000)	(1,222,654)	(1,224,000)	125,000	(9.3)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	1,909,700	3,944,200	4,198,744	4,435,300	491,100	12.5

* As restated for transfer of Commercial Leasing division from Municipal Facilities Maintenance and Operations

Corporate Real Estate Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Property Acquisitions	\$233,658	\$383,762	\$2,000,000	\$4,000,000
Property Disposals	\$1,068,009	\$570,450	\$4,200,000	\$35,000,000
Industrial Park Sales	\$24,799,069	\$7,155,389	\$4,329,000	\$7,000,000
Industrial Park Acres	358.8 Acres	35.9 Acres	17.8 Acres	28.8 Acres

2015/16 Corporate Real Estate Key Deliverables

Strategic Alignment	15/16 Deliverables
Economic Development – Supply of Industrial Lands	Airport Partnership Work with Halifax International Airport Authority in advancing their servicing strategy and coordinating HRM land development.
Economic Development – Supply of Industrial Lands	Industrial Park Supply - Develop and Market Develop and market industrial parks with the goal to maintain an inventory of short and long-term industrial land available for development, representing at a minimum, a twenty-year supply.
Economic Development – Supply of Industrial Lands	Industrial Park Supply - Ragged Lake and Aerotech Development Undertake servicing and concept planning for Ragged Lake and Aerotech Industrial Lands.

Financial Responsibility – Expenditure Management	Corporate Accommodations Update the corporate accommodations policy, standards and space planning guidelines as well as a space cost comparison of ownership vs. leasing and market-based opportunity costs.
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Municipal Facilities Maintenance and Operations

Municipal Facilities Maintenance and Operations maintains 224 HRM owned buildings through preventative and life cycle maintenance planning, to provide clean and safe facilities for all HRM residents, customers and staff.

Services Delivered:

- Property Operation (Maintenance) - Provides operations services and project management expertise for HRM-owned and leased buildings and properties.
- Property Operation (Recreation Assets) - Provides operations services including maintenance, repair and cleaning for HRM owned recreation assets, including swimming pools and the outdoor skating oval.
- Property Operation (Security) - Leads the development of corporate security initiatives. Provides security and access management services for HRM-owned and leased buildings and properties.
- Energy Efficiency Retrofit Projects - Implements or assists in the implementation of energy retrofits to HRM buildings and facilities.

Municipal Facilities Maintenance and Operations Budget Overview

Municipal Facilities Maintenance & Operations Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	6,235,100	6,005,300	4,992,694	6,232,200	226,900	3.8
* Office	132,500	269,400	141,223	259,500	(9,900)	(3.7)
* External Services	4,999,000	3,512,800	4,808,524	4,336,000	823,200	23.4
* Supplies	305,700	177,800	222,429	190,800	13,000	7.3
* Materials	448,600	445,900	422,398	437,100	(8,800)	(2.0)
* Building Costs	9,478,800	7,394,200	8,068,601	7,683,600	289,400	3.9
* Equipment & Communications	1,100,100	1,165,300	1,393,089	1,207,000	41,700	3.6
* Vehicle Expense	73,000	50,000	60,325	63,500	13,500	27.0
* Other Goods & Services	452,200	206,900	167,005	131,500	(75,400)	(36.4)
* Interdepartmental	(2,016,300)		(16,118)			
* Debt Service	35,400	35,400	18,659		(35,400)	(100.0)
* Other Fiscal	1,081,300	1,175,700	1,136,734	971,900	(203,800)	(17.3)
** Total	22,325,400	20,438,700	21,415,565	21,513,100	1,074,400	5.3
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Fee Revenues	(890,000)	(615,000)	(740,787)	(615,000)		
* Other Revenue		(275,000)	(275,509)	(275,000)		
** Total	(890,000)	(890,000)	(1,016,296)	(890,000)		
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	21,435,400	19,548,700	20,399,269	20,623,100	1,074,400	5.5

* As restated for transfer of Commercial Leasing division to Corporate Real Estate

Municipal Facilities Maintenance and Operations Key Metrics

Key Service Area Metrics	12/13	13/14	14/15	15/16
	Actual	Actual	Projection	Target
Maintenance Requests (Preventative maintenance work, demand work, and work under \$50,000)	15,000	15,820	17,000	19,000

2015/16 Municipal Facilities Maintenance and Operations Key Deliverables

Strategic Alignment	15/16 Deliverables
Service Excellence – Continuous Improvement	<p>Corporate Security Strategic Plan Develop a strategic plan to guide corporate security decision making and service provision priorities.</p>
Financial Responsibility - Expenditure Management	<p>Corporate Security CCTV Policy/Guidelines Seek input from all business units in the development of Corporate Security CCTV policy and Guidelines.</p>
Financial Responsibility – Performance Management	<p>Facility Service Delivery Standards Service standards will be developed around the type and use of Municipally owned facilities (Class 1 to 4), Class 1 having the highest standard, such as transit depots, and Class 4 having the lowest standard, which are surplus facilities. Standards will also be considered for the boiler replacement program, asbestos management plan, and monthly preventive maintenance plans such as health & safety compliance and life safety systems.</p>

Operations Support Summary of Net Expenditures by Business Unit Division						
Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
I101 P & I Admin	414,000	397,600	469,436	467,000	69,400	17.5
C460 Locked Infrastructure	569,200	11,100	(13,785)		(11,100)	(100.0)
W701 Asset Management		273,800	284,909	285,700	11,900	4.3
*** Director's Office Operation Su	983,200	682,500	740,560	752,700	70,200	10.3
W100 Real Est & Mgt Admin	363,400	546,700	662,423	695,200	148,500	27.2
W400 Acquisitions & Disposals	(655,800)	417,000	412,134	425,100	8,100	1.9
W500 Business Parks	(359,800)	412,600	387,578	422,100	9,500	2.3
W955 Corporate Accommodations	97,300	100,000	67,303	100,000		
W202 Commercial Leasing	2,464,600	2,467,900	2,669,306	2,792,900	325,000	13.2
*** Corporate Real Estate	1,909,700	3,944,200	4,198,744	4,435,300	491,100	12.5
C727 LKDNew Facility Deve						
W953 Facility Development	1,522,400	783,500	937,594	1,039,200	255,700	32.6
*** Facility Design & Construction	1,522,400	783,500	937,594	1,039,200	255,700	32.6
W959 Clearing - Capital			2,326			
** Ops Admin			2,326			
R102 Integrated Sec Manag	517,100	527,900	570,005	590,700	62,800	11.9
W160 Facilities Admin	2,025,400	2,195,900	1,813,685	2,316,200	120,300	5.5
W169 Transitional Properties	1,027,000	313,000	1,453,699	830,000	517,000	165.2
W200 Facility Operations	7,011,100	7,037,700	6,491,897	6,578,700	(459,000)	(6.5)
W203 Alderney Gate FacMgt	1,754,500	1,256,500	1,206,539	1,191,900	(64,600)	(5.1)
W211 Clean & Tenant Serv.	3,451,800	2,404,100	2,442,987	2,747,500	343,400	14.3
W212 Structural and Arenas	2,259,100	2,475,300	2,803,227	2,498,200	22,900	0.9
W213 Mechanical & PM Serv	3,389,400	3,338,300	3,614,904	3,869,900	531,600	15.9
** Operations	21,435,400	19,548,700	20,396,943	20,623,100	1,074,400	5.5
*** Municipal Facilities Mtce & Op	21,435,400	19,548,700	20,399,269	20,623,100	1,074,400	5.5
R912 Fleet: Administration	582,700	518,300	469,776	557,800	39,500	7.6
** Fleet: Administration	582,700	518,300	469,776	557,800	39,500	7.6
R970 Fleet R&M:Municipal	5,915,800	5,881,400	6,001,789	5,583,800	(297,600)	(5.1)
R971 Fleet Rentals (Vehicle)			(37,230)	(27,400)	(27,400)	
** Fleet: Turner Site	5,915,800	5,881,400	5,964,559	5,556,400	(325,000)	(5.5)
R981 Fleet R&M:Fire	2,648,600	2,520,800	2,300,642	2,403,300	(117,500)	(4.7)
R985 Fleet R&M:Police	2,100,500	2,081,300	1,842,653	1,781,100	(300,200)	(14.4)
** Fleet: Emergency	4,749,100	4,602,100	4,143,295	4,184,400	(417,700)	(9.1)
R991 Locked Fleet: R&M HRWC						
** Fleet: Halifax Regional Water						
*** Corporate Fleet	11,247,600	11,001,800	10,577,629	10,298,600	(703,200)	(6.4)
* Visitor Services						
A663 Alderney Gate	168,600	170,000	161,146	166,400	(3,600)	(2.1)
A664 West end Mall	168,600	167,000	163,042	171,200	4,200	2.5
A665 Scotia Square	169,700	168,200	136,520	168,300	100	0.1
A667 Acadia Centre	117,000	117,700	118,992	116,700	(1,000)	(0.8)
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000		
** Customer Service Centres	643,900	642,900	599,699	642,600	(300)	(0.0)
A625 Call Centre	2,193,000	2,105,300	2,119,270	2,135,400	30,100	1.4
*** Citizen Contact Centres	2,836,900	2,748,200	2,718,968	2,778,000	29,800	1.1
**** Total	39,935,200	38,708,900	39,572,764	39,926,900	1,218,000	3.1

Operations Support Summary of Gross Expenditures						
Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
I101 P & I Admin	414,000	397,600	469,436	467,000	69,400	17.5
C460 Locked Infrastructure	569,200	11,100	(13,785)		(11,100)	(100.0)
W701 Asset Management		273,800	284,909	285,700	11,900	4.3
*** Director's Office Operation Su	983,200	682,500	740,560	752,700	70,200	10.3
W100 Real Est & Mgt Admin	363,400	546,700	662,423	695,200	148,500	27.2
W400 Acquisitions & Disposals	474,000	417,000	412,134	425,100	8,100	1.9
W500 Business Parks	390,200	412,600	387,278	422,100	9,500	2.3
W955 Corporate Accommodations	97,300	100,000	67,303	100,000		
W202 Commercial Leasing	3,942,100	3,816,900	3,892,260	4,016,900	200,000	5.2
*** Corporate Real Estate	5,267,000	5,293,200	5,421,398	5,659,300	366,100	6.9
W953 Facility Development	1,522,400	783,500	937,594	1,039,200	255,700	32.6
*** Facility Design & Construction	1,522,400	783,500	937,594	1,039,200	255,700	32.6
W959 Clearing - Capital			2,326			
** Ops Admin			2,326			
R102 Integrated Sec Manag	517,100	527,900	570,005	590,700	62,800	11.9
W160 Facilities Admin	2,025,400	2,195,900	1,813,685	2,316,200	120,300	5.5
W169 Transitional Properties	1,027,000	313,000	1,453,699	830,000	517,000	165.2
W200 Facility Operations	7,011,100	7,037,700	6,497,480	6,578,700	(459,000)	(6.5)
W203 Alderney Gate FacMgt	2,644,500	2,146,500	2,217,251	2,081,900	(64,600)	(3.0)
W211 Clean & Tenant Serv.	3,451,800	2,404,100	2,442,987	2,747,500	343,400	14.3
W212 Structural and Arenas	2,259,100	2,475,300	2,803,227	2,498,200	22,900	0.9
W213 Mechanical & PM Serv	3,389,400	3,338,300	3,614,904	3,869,900	531,600	15.9
** Operations	22,325,400	20,438,700	21,413,239	21,513,100	1,074,400	5.3
*** Municipal Facilities Mtce & Op	22,325,400	20,438,700	21,415,565	21,513,100	1,074,400	5.3
R912 Fleet: Administration	582,700	518,300	469,776	557,800	39,500	7.6
** Fleet: Administration	582,700	518,300	469,776	557,800	39,500	7.6
R970 Fleet R&M:Municipal	5,915,800	5,881,400	6,006,064	5,583,800	(297,600)	(5.1)
R971 Fleet Rentals (Vehicle)			(37,230)	(27,400)	(27,400)	
** Fleet: Turner Site	5,915,800	5,881,400	5,968,834	5,556,400	(325,000)	(5.5)
R981 Fleet R&M:Fire	2,648,600	2,520,800	2,300,642	2,403,300	(117,500)	(4.7)
R985 Fleet R&M:Police	2,100,500	2,081,300	1,842,653	1,781,100	(300,200)	(14.4)
** Fleet: Emergency	4,749,100	4,602,100	4,143,295	4,184,400	(417,700)	(9.1)
** Fleet: Halifax Regional Water						
*** Corporate Fleet	11,247,600	11,001,800	10,581,904	10,298,600	(703,200)	(6.4)
* Visitor Services						
A663 Alderney Gate	168,600	170,000	161,146	166,400	(3,600)	(2.1)
A664 West end Mall	168,600	167,000	163,074	171,200	4,200	2.5
A665 Scotia Square	169,700	168,200	136,087	168,300	100	0.1
A667 Acadia Centre	117,000	117,700	118,906	116,700	(1,000)	(0.8)
A668 Musquodoboit Harbour	20,000	20,000	20,000	20,000		
** Customer Service Centres	643,900	642,900	599,212	642,600	(300)	(0.0)
A625 Call Centre	2,193,000	2,105,300	2,118,854	2,135,400	30,100	1.4
*** Citizen Contact Centres	2,836,900	2,748,200	2,718,066	2,778,000	29,800	1.1
**** Total	44,182,500	40,947,900	41,815,085	42,040,900	1,093,000	2.7

Operations Support Summary of Gross Revenue						
Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
*** Director's Office Operation Su						
W400 Acquisitions & Disposals	(1,129,800)					
W500 Business Parks	(750,000)		300			
W202 Commercial Leasing	(1,477,500)	(1,349,000)	(1,222,954)	(1,224,000)	125,000	(9.3)
*** Corporate Real Estate	(3,357,300)	(1,349,000)	(1,222,654)	(1,224,000)	125,000	(9.3)
** Ops Admin						
W200 Facility Operations			(5,584)			
W203 Alderney Gate FacMgt	(890,000)	(890,000)	(1,010,712)	(890,000)		
** Operations	(890,000)	(890,000)	(1,016,296)	(890,000)		
*** Municipal Facilities Mtce & Op	(890,000)	(890,000)	(1,016,296)	(890,000)		
R970 Fleet R&M:Municipal			(4,275)			
** Fleet: Turner Site			(4,275)			
** Fleet: Halifax Regional Water						
*** Corporate Fleet			(4,275)			
A664 West end Mall			(32)			
A665 Scotia Square			433			
A667 Acadia Centre			86			
** Customer Service Centres			487			
A625 Call Centre			416			
*** Citizen Contact Centres			903			
**** Total	(4,247,300)	(2,239,000)	(2,242,321)	(2,114,000)	125,000	(5.6)

Operations Support Summary Details						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	13,386,900	12,880,400	12,249,078	13,367,300	486,900	3.8
6002 Salaries - Overtime	743,100	408,800	761,057	404,500	(4,300)	(1.1)
6005 PDP & Union Con Incr			(669,452)			
6051 Shift Agreements	49,600	51,100	49,126	51,100		
6054 Vacation payout			28,931			
6100 Benefits - Salaries	2,645,100	2,794,500	2,651,603	2,850,600	56,100	2.0
6110 Vacancy Management	(439,300)	(547,300)		(351,000)	196,300	(35.9)
6151 Vehicle Allowance	900					
6152 Retirement Incentives	93,800	91,100	84,407	91,400	300	0.3
6153 Severance						
6154 Workers' Compensation	208,500	193,600	189,793	208,200	14,600	7.5
6155 Overtime Meals	11,800	12,000	5,725	13,400	1,400	11.7
6156 Clothing Allowance	3,200	3,200	11,300	3,200		
6158 WCB Recov Earnings			(226)			
6199 Comp & Ben InterDept		(162,000)	(7,027)		162,000	(100.0)
9200 HR CATS Wage/Ben			(226,683)			
9210 HR CATS OT Wage/Ben			(116,765)			
9230 HR CATS OT Meals			(1,070)			
* Compensation and Benefits	16,703,600	15,725,400	15,009,798	16,638,700	913,300	5.8
6201 Telephone	172,500	18,900	24,210	24,300	5,400	28.6
6202 Courier/Postage	9,400	7,500	7,390	8,200	700	9.3
6203 Office Furn/Equip	37,000	30,900	33,223	31,100	200	0.6
6204 Computer S/W & Lic	9,700	207,600	79,705	208,600	1,000	0.5
6205 Printing & Reprod	15,600	9,400	2,044	7,200	(2,200)	(23.4)
6207 Office Supplies	53,200	36,900	50,865	38,800	1,900	5.1
6290 Office Transfer			(463)			
6299 Other Office Expenses	24,200	23,600	3,175		(23,600)	(100.0)
* Office	321,600	334,800	200,149	318,200	(16,600)	(5.0)
6301 Professional Fees	18,000	17,400	33,422	53,000	35,600	204.6
6302 Legal Fees	2,000	1,000			(1,000)	(100.0)
6303 Consulting Fees	51,900	30,700	58,958	129,800	99,100	322.8
6304 Janitorial Services	1,697,500	889,000	1,318,989	1,317,000	428,000	48.1
6305 Property Appraisal	70,000	80,000	43,358	80,000		
6306 Property Survey	7,500	15,000	23,418	25,000	10,000	66.7
6308 Snow Removal	1,029,500	781,200	711,942	730,000	(51,200)	(6.6)
6309 Litigation Disburse			157			
6310 Outside Personnel	5,400	14,400	12,958	20,000	5,600	38.9
6311 Security	465,000	317,200	908,268	614,900	297,700	93.9
6312 Refuse Collection	520,200	395,000	387,993	360,000	(35,000)	(8.9)
6314 Prosecution Services						
6390 Ext Svc Transfer			(107,406)			
6399 Contract Services	1,995,300	1,729,300	2,189,317	1,891,300	162,000	9.4
* External Services	5,862,300	4,270,200	5,581,376	5,221,000	950,800	22.3
6401 Uniforms & Clothing	66,300	44,900	34,167	36,100	(8,800)	(19.6)
6402 Med & First Aid Supp	2,400	2,400	5,589	2,900	500	20.8
6403 Patrol Equip Supplies	37,000	37,000	56,459	36,000	(1,000)	(2.7)
6404 Rec Prog Supplies		1,000	208		(1,000)	(100.0)
6405 Photo Supp & Equip			218			
6406 Bridge Tolls	9,000	9,000	8,848	10,400	1,400	15.6
6407 Clean/Sani Supplies	254,800	141,300	194,526	162,800	21,500	15.2
6409 Personal Protect Equ	4,100	8,800	11,914	14,000	5,200	59.1
6499 Other Supplies	6,800	7,800	3,469	2,500	(5,300)	(67.9)
* Supplies	380,400	252,200	315,399	264,700	12,500	5.0

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6501 Asphalt	39,000	32,000	18,010	32,000		
6502 Chemicals	88,500	72,500	110,499	108,300	35,800	49.4
6504 Hardware	112,800	71,000	81,124	88,200	17,200	24.2
6505 Lubricants	24,500	24,500	11,669	23,700	(800)	(3.3)
6506 Lumber	21,000	15,000	1,438	10,000	(5,000)	(33.3)
6507 Propane	70,200	67,700	82,643	66,200	(1,500)	(2.2)
6510 Road Oils	200	2,700	867	1,200	(1,500)	(55.6)
6511 Salt	1,200	1,200	357	1,200		
6513 Seeds & Plants			563			
6514 Sods			259			
6515 Stone and Gravel	10,000	5,000	1,355	4,000	(1,000)	(20.0)
6517 Paint	100,000	175,100	124,802	121,500	(53,600)	(30.6)
6519 Welding Supplies			5,809	5,000	5,000	
6590 Materials Transfer			(555)			
6599 Other Materials	16,200	14,200	2,585		(14,200)	(100.0)
* Materials	483,600	480,900	441,424	461,300	(19,600)	(4.1)
6602 Electrical	338,000	266,000	296,101	273,000	7,000	2.6
6603 Grnds & Landscaping	84,000	79,000	91,748	100,000	21,000	26.6
6604 Bus Gates/Shltr-R&M						
6605 Municipal Taxes	647,300	697,300	650,877	872,800	175,500	25.2
6606 Heating Fuel	2,416,500	1,295,000	1,753,642	1,180,000	(115,000)	(8.9)
6607 Electricity	4,326,800	3,604,300	3,130,291	3,589,800	(14,500)	(0.4)
6608 Water	518,600	376,100	570,701	432,000	55,900	14.9
6609 Elevator & Escalator	100,000	193,800	85,158	85,000	(108,800)	(56.1)
6610 Building - Exterior	258,200	185,200	190,465	227,700	42,500	22.9
6611 Building - Interior	244,200	283,200	220,900	260,700	(22,500)	(7.9)
6612 Safety Systems	374,500	341,500	593,231	678,000	336,500	98.5
6613 Overhead Doors	80,000	53,700	108,643	86,800	33,100	61.6
6614 Envir Assess/Cleanup	35,000	33,000	27,158	123,300	90,300	273.6
6616 Natural Gas-Buildings	540,400	360,400	992,959	522,200	161,800	44.9
6617 Pest Management	73,000	63,000	37,733	63,000		
6690 Building Exp Transfe			(1,785)			
6699 Other Building Cost	83,000	103,000	47,729	13,000	(90,000)	(87.4)
* Building Costs	10,119,500	7,934,500	8,795,551	8,507,300	572,800	7.2
6701 Equipment Purchase	128,900	142,900	45,102	150,900	8,000	5.6
6702 Small Tools	49,400	44,400	27,584	42,700	(1,700)	(3.8)
6703 Computer Equip/Rent	2,000		35			
6704 Equipment Rental	81,900	82,900	86,111	95,000	12,100	14.6
6705 Equip - R&M	160,000	62,000	52,854	58,900	(3,100)	(5.0)
6706 Computer R&M	2,000	9,000		2,000	(7,000)	(77.8)
6707 Plumbing & Heating	178,000	119,000	210,209	181,700	62,700	52.7
6708 Mechanical Equipment	616,600	826,100	1,042,282	817,500	(8,600)	(1.0)
6711 Communication System	6,000	2,700	1,463	1,700	(1,000)	(37.0)
6790 Equipment Transfer			(2,279)			
* Equipment & Communications	1,224,800	1,289,000	1,463,362	1,350,400	61,400	4.8
6802 Vehicle R&M	2,444,800	2,648,600	2,633,846	2,487,700	(160,900)	(6.1)
6803 Vehicle Fuel - Diesel	1,127,900	1,058,800	1,093,103	771,400	(287,400)	(27.1)
6804 Vehicle Fuel - Gas	1,884,500	1,742,800	1,470,771	1,237,400	(505,400)	(29.0)
6805 Tires and Tubes	200,000	200,000	169,195	187,600	(12,400)	(6.2)
6806 Vehicle Rentals	10,000	8,000	7,140	10,000	2,000	25.0
6807 Vehicle Leases	34,000		19			
6890 Vehicle Transfer			(53,106)			
6899 Other Vehicle Expense	14,000	14,000	911		(14,000)	(100.0)
* Vehicle Expense	5,715,200	5,672,200	5,321,880	4,694,100	(978,100)	(17.2)

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6901 Membership Dues	20,800	18,000	28,169	21,400	3,400	18.9
6902 Conferences/Workshop	12,900	10,300	9,807	16,200	5,900	57.3
6903 Travel - Local	144,800	112,900	105,320	113,600	700	0.6
6904 Travel - Out of Town	19,600	16,400	15,065	18,200	1,800	11.0
6905 Training & Education	32,400	31,400	22,109	49,200	17,800	56.7
6906 Licenses & Agreements	235,700	189,300	198,116	183,800	(5,500)	(2.9)
6908 Medical Examinations	300	300		300		
6910 Signage	6,000	35,500	23,507	36,500	1,000	2.8
6911 Facilities Rental	3,284,000	3,284,000	3,230,456	3,280,000	(4,000)	(0.1)
6912 Advertising/Promotio	47,100	32,600	18,966	31,400	(1,200)	(3.7)
6913 Awards	4,200	3,500	8		(3,500)	(100.0)
6915 Research Data Acquis	100					
6917 Books and Periodicals	4,800	1,500	239	500	(1,000)	(66.7)
6918 Meals	7,900	7,400	1,810		(7,400)	(100.0)
6919 Special Projects	131,100	33,100	640		(33,100)	(100.0)
6929 Procurement Card Clg			815			
6933 Community Events			182			
6938 Rewarding Excellence	15,000	11,000	2,651	15,800	4,800	43.6
6940 Fencing	20,000	15,000	20,923	15,000		
6942 Management Fees	200,000	15,000		5,000	(10,000)	(66.7)
6990 Gds & Svcs Trsf			(18)			
6999 Other Goods/Services	64,400	45,400	43,017		(45,400)	(100.0)
* Other Goods & Services	4,251,100	3,862,600	3,721,783	3,786,900	(75,700)	(2.0)
7006 Interdept REV	(2,016,300)		(1,500)			
7009 Internal Trfr Other	20,000	20,000	6,534	(9,000)	(29,000)	(145.0)
7010 IntTrfr Insur Funds			(28,825)			
7015 Int Trf FacilityRent			(68,700)			
7099 Interdept Chargeback			(500)			
9900 Rev/Exp.Vehicle Rent			48			
9910 PM Shop Expenses			4,568			
9911 PM Labour-Reg			(34,505)			
9972 Truck Stock Chargebk			520			
* Interdepartmental	(1,996,300)	20,000	(122,360)	(9,000)	(29,000)	(145.0)
8010 Other Interest	35,400	35,400	18,659		(35,400)	(100.0)
* Debt Service	35,400	35,400	18,659		(35,400)	(100.0)
8003 Insurance Pol/Prem	20,300	20,300			(20,300)	(100.0)
8008 Transf to/fr Reserve	1,061,000	1,050,400	1,068,066	807,300	(243,100)	(23.1)
8024 Transf to/fr Capital						
* Other Fiscal	1,081,300	1,070,700	1,068,066	807,300	(263,400)	(24.6)
** Total	44,182,500	40,947,900	41,815,085	42,040,900	1,093,000	2.7
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
5101 Parking Rentals	(400,000)	(325,000)	(318,807)	(325,000)		
5102 Facilities Rentals	(1,402,000)	(1,300,000)	(1,164,180)	(1,175,000)	125,000	(9.6)
5151 Lease Revenue	(515,000)	(335,000)	(475,621)	(335,000)		
5207 Arts & Crafts Revenue			86			
5250 Sales of Svcs-Other	(650,000)		300			
5450 Other Sales Revenue	(1,229,800)					
* Fee Revenues	(4,196,800)	(1,960,000)	(1,958,222)	(1,835,000)	125,000	(6.4)
5507 Over and Short						
5508 Recov External Parti	(50,500)	(279,000)	(280,459)	(279,000)		
5600 Miscellaneous Revenue			(3,641)			
* Other Revenue	(50,500)	(279,000)	(284,100)	(279,000)		
** Total	(4,247,300)	(2,239,000)	(2,242,321)	(2,114,000)	125,000	(5.6)
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	39,935,200	38,708,900	39,572,764	39,926,900	1,218,000	3.1

Corporate Accounts

2015/16 Budget and Business Plan

Corporate Accounts Overview

Corporate Accounts, includes HRM's financial responsibilities and obligations that are not directly related to any specific Business Unit.

This encompasses:

- Property Tax Revenue
- Provincial Area Rates collected and transferred to the Province
- Area Rated Recreation & Community Centres
- Halifax Regional Water Commission – Stormwater Right of Way expense
- Debt and Interest expenses/revenue
- Insurance costs
- Reserve Funds
- Private Roads & Local Improvement Charges.

Corporate Accounts Operating Budget Overview

Corporate Accounts Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Compensation and Benefits	8,175,000	9,975,100	8,807,622	9,937,000	(38,100)	(0.4)
* Office	21,400	20,400	5,837	21,600	1,200	5.9
* External Services	568,900	314,800	468,108	1,358,700	1,043,900	331.6
* Supplies	11,000	5,500	5,431	6,500	1,000	18.2
* Materials			11,426			
* Building Costs	232,400	211,500	2,656,024	169,800	(41,700)	(19.7)
* Equipment & Communications	33,100	38,100	10,103	27,100	(11,000)	(28.9)
* Vehicle Expense			18,945	867,100	867,100	
* Other Goods & Services	2,048,100	2,596,600	762,731	3,448,700	852,100	32.8
* Interdepartmental		40,000	934,452	140,000	100,000	250.0
* Debt Service	46,533,300	45,261,900	45,212,905	44,777,100	(484,800)	(1.1)
* Other Fiscal	226,185,300	237,622,900	223,593,320	249,194,100	11,571,200	4.9
** Total	283,808,500	296,086,800	282,486,904	309,947,700	13,860,900	4.7
Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
* Tax Revenue	(413,189,000)	(425,840,900)	(421,737,119)	(439,420,200)	(13,579,300)	3.2
* Area Rate Revenue	(160,102,100)	(163,228,000)	(163,406,386)	(169,407,600)	(6,179,600)	3.8
* Tax Agreements	(7,806,000)	(4,852,000)	(4,681,009)	(9,614,000)	(4,762,000)	98.1
* Payments in Lieu of taxes	(34,749,000)	(36,178,000)	(36,040,174)	(37,247,000)	(1,069,000)	3.0
* Transfers from other Gov'ts	(3,300,000)	(3,600,000)	(3,730,410)	(3,700,000)	(100,000)	2.8
* Interest Revenue	(7,110,000)	(7,146,000)	(7,627,206)	(6,765,800)	380,200	(5.3)
* Fee Revenues	(4,900,000)	(4,350,000)	(4,546,252)	(4,650,000)	(300,000)	6.9
* Other Revenue	(16,187,400)	(20,427,600)	(20,093,522)	(19,974,100)	453,500	(2.2)
** Total	(647,343,500)	(665,622,500)	(661,862,077)	(690,778,700)	(25,156,200)	3.8
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	(363,535,000)	(369,535,700)	(379,375,173)	(380,831,000)	(11,295,300)	3.1

Corporate Accounts Budget Overview

Service Area	2013-14 Budget	2014-15 Budget	2014-15 Actuals	2015-16 Budget	2014-15 Var.	Var %
Debt Services	33,443,000	32,580,200	32,547,655	33,240,400	660,200	2.0%
Provincial Area Rates	129,567,000	135,894,000	135,895,600	142,433,000	6,539,000	4.8%
Other Transfers	30,117,000	30,745,000	31,459,007	31,499,600	754,600	2.5%
Grants	6,124,000	6,514,000	5,180,593	6,064,000	- 450,000	-6.9%
Valuation Allowance	3,000,000	3,700,000	5,135,735	4,200,000	500,000	14%
Reserves	19,274,000	16,557,500	18,133,265	18,373,700	1,816,200	11.0%
Capital from Operating	40,354,000	39,048,000	38,048,000	40,461,000	1,413,000	3.6%
Operating Cost of Capital (OCC)	1,139,000	3,146,000	1,194,900	2,305,400	(840,600)	-27%
Non-Dept Revenue & Area Rates	(630,205,000)	(648,912,600)	(647,723,033)	(675,757,800)	(26,845,200)	4.1%
Other	3,652,000	11,192,200	753,105	16,349,700	5,157,500	46%
Total Corp Accounts	(363,535,000)	(369,535,700)	(379,375,173)	(380,831,000)	(11,295,300)	3.1%

2015/16 Corporate Account Summary

Debt Servicing:

The goal of the Debt Servicing Plan is to reduce HRM's tax supported debt by 3% per dwelling each year.

The Capital from Operating is down slightly this year (combining both the transit and general rated amount). This is a departure from the Debt Policy, as HRM had exceeded targets in previous years.

Operating Debt charges consist of payments made on outstanding debentures (principal) and the interest costs associated with those debentures. Also included in the debt charges are other costs relating to bank charges, debenture discount and interest payments to Agencies, Boards & Commissions totalling about \$1.4 million. A small percentage of HRM's debt charges are included in their respective departments; Metro Transit, Solid Waste, Fire and some Area Rates.

Transfers to Outside Agencies

HRM has an obligation and responsibility to provide funding to outside agencies or collect funding on their behalf for education costs, fire protection, and for other services provided by the Province of Nova Scotia. These funding arrangements are required under legislation or agreements signed by HRM.

1) **Mandatory Education and Services Provided by the Province of Nova Scotia**

The funding source for the following transfers is the Provincial Area Rates and any increase in the budget amount has zero net impact to the overall HRM budget.

i) **Mandatory Education**

This mandatory education contribution is set at the value of the "Education Rate" times the "Uniform Assessment". The estimate for 2015/16 is \$125.8 million, an increase of \$5.9 million from the prior year.

ii) Assessment

Property Valuation Services Corporation is mandated under the Nova Scotia Assessment Act to assess every property in Nova Scotia. HRM is required to pay a share of the cost of operating this provincial assessment system. HRM's share of the Uniform Assessment and its assessment accounts. The cost estimate for 2015/16 is \$6.9 million, an increase of \$55,000 from last year.

iii) Correctional Services

HRM is required (as are all municipalities) to make a mandatory contribution to the Province to fund the cost of correctional services. The contribution amount is set by Provincial formula based on Uniform Assessment and the number of dwelling units in each municipality. HRM's budgeted amount of \$6.6 million for 2015/16 is an increase of \$58,000 from the prior year.

iv) Housing

HRM is required to pay a portion of the Metropolitan Regional Housing Authority operating deficit each year. HRM's budgeted amount of \$3 million for 2015/16 is an increase of \$325,000 from the prior year.

2) World Trade Center

HRM has an agreement to fund the World Trade Centre. For the 2015/16 fiscal year, HRM has budgeted an amount of \$632,000; plus \$1.16 million towards marketing the new Convention Centre.

3) Supplementary Education

HRM provides funding to the Halifax Regional School Board (HRSB) and the province-wide Acadian school board, Conseil Scolaire Acadien Provincial (CSAP). Per HRM's agreement with the above school boards, the total payment for 2015/16 will be \$16.8 million, a decrease of \$450,000 from the prior year.

4) Fire Protection Services (Hydrants)

The Nova Scotia Utilities and Review Board (NSUARB) requires HRM to make a contribution to Halifax Regional Water Commission (HRWC) to fund the hydrant costs incurred by the Commission and are set by a formula approved by the NSUARB. The hydrant charges are recovered via a special "Fire Protection" area rate that HRM levies on all properties within 1,200 feet of a hydrant that is designed and operated for public fire protection purposes. The amount required for the 2015/16 area rate is \$9.6M.

5) Halifax Regional Water Commission (Stormwater ROW)

The Nova Scotia Utilities and Review Board (NSUARB) require HRM to pay for the cost of the Stormwater drainage in the right-of-way of HRM streets and roads to Halifax Regional Water Commission (HRWC). This became effective as of July 01, 2013. The amount required for the 2015/16 Area Rate is \$3.9M.

Transfers to/from Other Funds

This includes funding for both HRM Insurance and Reserves. Reserves are funds set aside for a specific purpose, e.g. Ferry Replacement, similar to how an individual might create a savings account for a specific purpose. Reserves are currently under review to ensure that they fit within the long term Operating and Capital plan.

Other Fiscal Services

Includes funding for Grants and Tax Concessions, Valuation Allowance, Retirement Obligation, etc. It also contains provisions for salary and wage compensation for collective bargaining.

Obligations / Responsibilities:	Grants & Concessions to Non-Profit Organizations
Included within Fiscal Services are various grants and tax concessions to registered Non-Profit Organizations. The 2014/15 budget includes the following amounts:	
Community Grants	500,000
Residential Tax Exemptions/Low Income Contingency	1,425,000
Non-Profit Tax Concessions	3,535,000
Tax Concessions - Fire Protection on exempt properties	125,000
Subtotal Grant & Tax Concessions (M311)	\$ 5,585,000
Councillors Discretionary Grants	69,000
Commercial Tax Concessions - Barrington Street Heritage	410,000
Total Grant & Tax Concessions	\$ 6,064,000

Non-Departmental Revenue

Includes: the municipality's revenues from Property Tax, Deed Transfer Tax, and Grants-in-Lieu payments. Also, includes income from investments, parking meters and the MetroPark.

Transfers to Outside Organizations

Includes Area Rates for Community and Private organizations, as well as Private Roads. All expenses are offset by the collection of Area Rate revenue.

Corporate Accounts Summary of Net Expenditures by Business Unit Division

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
M110 Debt & Interest Chg	45,326,000	43,207,500	37,264,539	42,329,400	(878,100)	(2.0)
M112 Alloc Debt Chg to BU	(11,883,000)	(10,627,300)	(10,497,998)	(9,089,000)	1,538,300	(14.5)
M113 Int.Pmt-Gen Govt			1,044,067			
M114 Int.Pmt-Protect.Serv			325,869			
M115 Int.Pmt-Transp.Serv.			2,879,900			
M116 Int.Pmt-EMS			69,884			
M118 Int.Pmt-CD Planning			51,603			
M119 Int.Pmt-CD Rec.			1,409,792			
** Debt Servicing	33,443,000	32,580,200	32,547,655	33,240,400	660,200	2.0
M250 World Trade Centre	626,000	1,274,000	1,270,680	1,790,600	516,600	40.5
** Transfers To Outside Agencies	626,000	1,274,000	1,270,680	1,790,600	516,600	40.5
M270 Compensation PPP	4,308,000	4,057,800	3,903,132	4,681,000	623,200	15.4
M310 Other Fiscal Serv.	3,989,000	4,207,000	3,897,737	6,728,100	2,521,100	59.9
M311 Grants & Tax Concessions	5,495,000	5,585,000	4,959,333	5,585,000		
M341 Surplus/Deficit	(4,711,000)		(11,692,470)			
M361 Councillors Discreti	69,000	69,000	67,520	69,000		
M451 Valuation Allowance	3,000,000	3,700,000	5,135,735	4,200,000	500,000	13.5
** Other Fiscal Services	12,150,000	17,618,800	6,270,987	21,263,100	3,644,300	20.7
M316 Strategic Growth Fund	5,000,000	5,000,000	5,000,000	10,173,000	5,173,000	103.5
M317 Oper Costs New Cap	1,139,000	3,146,000	1,194,900	2,305,400	(840,600)	(26.7)
M319 DNA Reserve	113,000	366,000	366,000	397,400	31,400	8.6
M320 Insurance Claims	4,736,000	4,174,800	5,915,448	3,560,000	(614,800)	(14.7)
M322 New Cap Replace Res	1,000,000					
M323 InsuranceReimb.Claim			1,595			
M324 Capital Surplus Reserve				8,854,500	8,854,500	
M433 Waste Resource Cap R	7,978,000	7,978,000	7,978,000		(7,978,000)	(100.0)
M461 Capital Fr Operating	40,354,000	39,048,000	37,198,000	40,461,000	1,413,000	3.6
M471 Other Transfers	447,000	1,540,000	1,540,045	(1,051,200)	(2,591,200)	(168.3)
** Transfers to/fr Other Funds	60,767,000	61,252,800	59,193,988	64,700,100	3,447,300	5.6
M510 Property Tax	(384,022,000)	(396,992,300)	(397,506,081)	(419,559,000)	(22,566,700)	5.7
M520 Deed Transfer	(39,000,000)	(36,000,000)	(31,333,716)	(32,000,000)	4,000,000	(11.1)
M540 Grants in Lieu	(34,749,000)	(36,178,000)	(36,040,174)	(37,247,000)	(1,069,000)	3.0
M550 Own Source Revenue	(9,450,000)	(9,490,000)	(9,825,735)	(9,140,000)	350,000	(3.7)
M555 Parkade		(1,200)	(222,368)	(179,200)	(178,000)	14,833.3
M560 Unconditional Trans.	(3,300,000)	(3,600,000)	(3,730,410)	(3,700,000)	(100,000)	2.8
M570 Conditional Transfer						
** Non-Departmental Revenue	(470,521,000)	(482,261,500)	(478,658,484)	(501,825,200)	(19,563,700)	4.1
C105 Sackville Hts El Sch	0	0			(0)	(100.0)
* Community and Private Organizat	0	0			(0)	(100.0)
* Private Roads			0			
** Transfers to Outside Organizati	0	0	0		(0)	(100.0)
*** Total	(363,535,000)	(369,535,700)	(379,375,173)	(380,831,000)	(11,295,300)	3.1

Corporate Accounts Summary of Gross Expenditures						
Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
M110 Debt & Interest Chg	45,326,000	43,207,500	37,264,539	42,329,400	(878,100)	(2.0)
M112 Alloc Debt Chg to BU	(11,883,000)	(10,627,300)	(10,497,998)	(9,089,000)	1,538,300	(14.5)
M113 Int.Pmt-Gen Govt			1,044,067			
M114 Int.Pmt-Protect.Serv			325,869			
M115 Int.Pmt-Transp.Serv.			2,879,900			
M116 Int.Pmt-EMS			69,884			
M118 Int.Pmt-CD Planning			51,603			
M119 Int.Pmt-CD Rec.			1,409,792			
M122 HRWC Debt Charges	11,190,000	10,784,200	10,784,177	10,164,100	(620,100)	(5.8)
M530 Local Improvement Charges	2,507,000	2,536,000	1,801,805	2,056,900	(479,100)	(18.9)
M531 LIC Solar City Project			466,424	400,000	400,000	
** Debt Servicing	47,140,000	45,900,400	45,600,061	45,861,400	(39,000)	(0.1)
M230 Corrections Services	6,381,000	6,396,000	6,486,104	6,525,000	129,000	2.0
M240 Metro Housing Authority	2,536,000	2,763,000	2,729,351	3,147,000	384,000	13.9
M250 World Trade Centre	626,000	1,274,000	1,270,680	1,790,600	516,600	40.5
M280 Mandatory Education	113,965,000	119,941,000	120,050,802	125,726,000	5,785,000	4.8
M288 Suppl Educ HRM-wide	17,880,000	17,281,000	17,500,513	16,576,000	(705,000)	(4.1)
M291 Fire Prot/Stormwater	11,689,000	12,830,000	12,687,814	13,133,000	303,000	2.4
M318 Prop Valuation Serv	6,607,000	6,794,000	6,629,343	7,035,000	241,000	3.5
** Transfers To Outside Agencies	159,684,000	167,279,000	167,354,607	173,932,600	6,653,600	4.0
M270 Compensation PPP	4,308,000	4,057,800	3,903,132	4,681,000	623,200	15.4
M310 Other Fiscal Serv.	4,919,400	5,007,000	4,649,162	7,628,100	2,621,100	52.3
M311 Grants & Tax Concessions	5,495,000	5,585,000	4,959,333	5,585,000		
M341 Surplus/Deficit	(4,711,000)		(11,692,470)			
M361 Councillors Discreti	69,000	69,000	67,520	69,000		
M451 Valuation Allowance	3,000,000	3,700,000	5,135,735	4,200,000	500,000	13.5
** Other Fiscal Services	13,080,400	18,418,800	7,022,412	22,163,100	3,744,300	20.3
M316 Strategic Growth Fund	5,000,000	5,000,000	5,000,000	10,173,000	5,173,000	103.5
M317 Oper Costs New Cap	1,139,000	3,146,000	1,194,900	2,305,400	(840,600)	(26.7)
M319 DNA Reserve	113,000	366,000	366,000	397,400	31,400	8.6
M320 Insurance Claims	4,736,000	4,714,800	6,423,509	3,990,000	(724,800)	(15.4)
M321 Ferry Replacement Reserve						
M322 New Cap Replace Res	1,000,000					
M323 InsuranceReimb.Claim			3,318			
M324 Capital Surplus Reserve				8,854,500	8,854,500	
M433 Waste Resource Cap R	7,978,000	7,978,000	7,978,000		(7,978,000)	(100.0)
M461 Capital Fr Operating	40,354,000	39,048,000	37,198,000	40,461,000	1,413,000	3.6
M471 Other Transfers	447,000	1,540,000	1,540,045	(1,051,200)	(2,591,200)	(168.3)
** Transfers to/fr Other Funds	60,767,000	61,792,800	59,703,771	65,130,100	3,337,300	5.4
M555 Parkade	2,100,000	1,598,800	1,709,942	1,720,800	122,000	7.6
** Non-Departmental Revenue	2,100,000	1,598,800	1,709,942	1,720,800	122,000	7.6
C101 Frame Subdivision				3,700	3,700	
C105 Sackville Hts El Sch	229,700	237,900	237,395	248,300	10,400	4.4
C107 GlenArb Hme Owners	21,500	21,500	21,450	21,500		
C108 White Hill Res Assoc	27,600	27,600	27,550	27,600		
C111 Lost Creek Comm Asso	9,000	9,000	9,000	9,000		

Halifax Regional Municipality

2015/16 Budget and Business Plan (Approved)

Corporate Accounts

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
C114 Ketch Hbr Resi. Asso	10,100	10,100	10,067	10,200	100	1.0
C115 Mineville Community	10,500	10,500	10,540	10,600	100	1.0
C117 Three Brks Homeowner	2,900	3,100	3,140	3,400	300	9.7
C120 Haliburton Hills	47,700	48,500	48,493	50,000	1,500	3.1
C130 Highland Park	8,300	8,500	8,528	8,800	300	3.5
C132 Birch Bear Run HO		5,100	5,220	3,900	(1,200)	(23.5)
C135 Kingswood Ratepayers	52,500	52,500	52,450	52,500		
C140 Prospect	80,600	83,400	83,109	86,000	2,600	3.1
C145 Westwood H Res Assoc	33,500	34,300	34,300	34,600	300	0.9
C160 Musquodoboit Harbour	9,300	9,700	9,644	10,000	300	3.1
C170 Hammonds Plns Com.RT	63,000	65,000	64,896	67,000	2,000	3.1
C180 Grand Lake Com. Ctr	21,000	21,900	21,808	22,800	900	4.1
C190 Maplewood Subdivisio	18,400	18,300	18,250	18,300		
C196 Silverside Res.Assoc	16,300	16,300	16,300	16,300		
C198 St. Margaret's/Fox Hollow	6,200	6,200	6,480	6,200		
C210 LWF Recreation Ctr	183,500	188,400	188,379	193,800	5,400	2.9
* Community and Private Organizat	851,600	877,800	877,000	904,500	26,700	3.0
R756 Petpeswick Drive	3,600	3,600	3,600	3,600		
R757 Three Brooks Home Ow	48,800	53,900	53,940	57,400	3,500	6.5
R758 Shag End Lot Owner	39,600	40,800	40,800	40,800		
R759 SW Grand Lake Prop	31,600	31,600	31,615	33,700	2,100	6.6
R769 River Bend HOA	7,800	7,800	7,800	7,800		
R786 Bald Rock Road Maint	5,800	5,800	5,780	5,800		
R787 SMCA Road Maint	43,700	43,700	43,650	43,700		
R788 Rutter Court Road	4,600	4,600	4,550	4,600		
R789 Range rd Priv Rd Fee		3,200	3,150	3,300	100	3.1
R790 Blacks Sudb. Rd Main		3,800	3,825	3,800		
R791 Redoubt Head Rd Main		7,500	7,500	7,500		
R792 MARA Road Maintenance Fee		12,900	12,900	12,900		
R793 St Marg Bay Heights				10,300	10,300	
* Private Roads	185,500	219,200	219,110	235,200	16,000	7.3
** Transfers to Outside Organizati	1,037,100	1,097,000	1,096,110	1,139,700	42,700	3.9
*** Total	283,808,500	296,086,800	282,486,904	309,947,700	13,860,900	4.7

Corporate Accounts Summary of Gross Revenue

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
M122 HRWC Debt Charges	(11,190,000)	(10,784,200)	(10,784,177)	(10,164,100)	620,100	(5.8)
M530 Local Improvement Charges	(2,507,000)	(2,536,000)	(1,801,805)	(2,056,900)	479,100	(18.9)
M531 LIC Solar City Project			(466,424)	(400,000)	(400,000)	
** Debt Servicing	(13,697,000)	(13,320,200)	(13,052,406)	(12,621,000)	699,200	(5.2)
M230 Corrections Services	(6,381,000)	(6,396,000)	(6,486,104)	(6,525,000)	(129,000)	2.0
M240 Metro Housing Authority	(2,536,000)	(2,763,000)	(2,729,351)	(3,147,000)	(384,000)	13.9
M280 Mandatory Education	(113,965,000)	(119,941,000)	(120,050,802)	(125,726,000)	(5,785,000)	4.8
M288 Suppl Educ HRM-wide	(17,880,000)	(17,281,000)	(17,500,513)	(16,576,000)	705,000	(4.1)
M291 Fire Prot/Stormwater	(11,689,000)	(12,830,000)	(12,687,814)	(13,133,000)	(303,000)	2.4
M318 Prop Valuation Serv	(6,607,000)	(6,794,000)	(6,629,343)	(7,035,000)	(241,000)	3.5
** Transfers To Outside Agencies	(159,058,000)	(166,005,000)	(166,083,927)	(172,142,000)	(6,137,000)	3.7
M310 Other Fiscal Serv.	(930,400)	(800,000)	(751,425)	(900,000)	(100,000)	12.5
** Other Fiscal Services	(930,400)	(800,000)	(751,425)	(900,000)	(100,000)	12.5
M320 Insurance Claims		(540,000)	(508,060)	(430,000)	110,000	(20.4)
M323 InsuranceReimb.Claim			(1,723)			
** Transfers to/fr Other Funds		(540,000)	(509,783)	(430,000)	110,000	(20.4)
M510 Property Tax	(384,022,000)	(396,992,300)	(397,506,081)	(419,559,000)	(22,566,700)	5.7
M520 Deed Transfer	(39,000,000)	(36,000,000)	(31,333,716)	(32,000,000)	4,000,000	(11.1)
M540 Grants in Lieu	(34,749,000)	(36,178,000)	(36,040,174)	(37,247,000)	(1,069,000)	3.0
M550 Own Source Revenue	(9,450,000)	(9,490,000)	(9,825,735)	(9,140,000)	350,000	(3.7)
M555 Parkade	(2,100,000)	(1,600,000)	(1,932,310)	(1,900,000)	(300,000)	18.8
M560 Unconditional Trans.	(3,300,000)	(3,600,000)	(3,730,410)	(3,700,000)	(100,000)	2.8
** Non-Departmental Revenue	(472,621,000)	(483,860,300)	(480,368,426)	(503,546,000)	(19,685,700)	4.1
C101 Frame Subdivision				(3,700)	(3,700)	
C105 Sackville Hts El Sch	(229,700)	(237,900)	(237,395)	(248,300)	(10,400)	4.4
C107 GlenArb Hme Owners	(21,500)	(21,500)	(21,450)	(21,500)		
C108 White Hill Res Assoc	(27,600)	(27,600)	(27,550)	(27,600)		
C111 Lost Creek Comm Asso	(9,000)	(9,000)	(9,000)	(9,000)		
C114 Ketch Hbr Resi. Asso	(10,100)	(10,100)	(10,067)	(10,200)	(100)	1.0
C115 Mineville Community	(10,500)	(10,500)	(10,540)	(10,600)	(100)	1.0
C117 Three Brks Homeowner	(2,900)	(3,100)	(3,140)	(3,400)	(300)	9.7
C120 Haliburton Hills	(47,700)	(48,500)	(48,493)	(50,000)	(1,500)	3.1
C130 Highland Park	(8,300)	(8,500)	(8,528)	(8,800)	(300)	3.5
C132 Birch Bear Run HO		(5,100)	(5,220)	(3,900)	1,200	(23.5)
C135 Kingswood Ratepayers	(52,500)	(52,500)	(52,450)	(52,500)		
C140 Prospect	(80,600)	(83,400)	(83,109)	(86,000)	(2,600)	3.1
C145 Westwood H Res Assoc	(33,500)	(34,300)	(34,300)	(34,600)	(300)	0.9
C160 Musquodoboit Harbour	(9,300)	(9,700)	(9,644)	(10,000)	(300)	3.1
C170 Hammonds Plns Com.RT	(63,000)	(65,000)	(64,896)	(67,000)	(2,000)	3.1
C180 Grand Lake Com. Ctr	(21,000)	(21,900)	(21,808)	(22,800)	(900)	4.1
C190 Maplewood Subdivisio	(18,400)	(18,300)	(18,250)	(18,300)		
C196 Silverside Res.Assoc	(16,300)	(16,300)	(16,300)	(16,300)		
C198 St. Margaret's/Fox Hollow	(6,200)	(6,200)	(6,480)	(6,200)		
C210 LWF Recreation Ctr	(183,500)	(188,400)	(188,379)	(193,800)	(5,400)	2.9
* Community and Private Organizat	(851,600)	(877,800)	(877,000)	(904,500)	(26,700)	3.0

Halifax Regional Municipality

2015/16 Budget and Business Plan (Approved)

Corporate Accounts

Cost Centers/Groups	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
R756 Petpeswick Drive	(3,600)	(3,600)	(3,600)	(3,600)		
R757 Three Brooks Home Ow	(48,800)	(53,900)	(53,940)	(57,400)	(3,500)	6.5
R758 Shag End Lot Owner	(39,600)	(40,800)	(40,800)	(40,800)		
R759 SW Grand Lake Prop	(31,600)	(31,600)	(31,615)	(33,700)	(2,100)	6.6
R769 River Bend HOA	(7,800)	(7,800)	(7,800)	(7,800)		
R786 Bald Rock Road Maint	(5,800)	(5,800)	(5,780)	(5,800)		
R787 SMCA Road Maint	(43,700)	(43,700)	(43,650)	(43,700)		
R788 Rutter Court Road	(4,600)	(4,600)	(4,550)	(4,600)		
R789 Range rd Priv Rd Fee		(3,200)	(3,150)	(3,300)	(100)	3.1
R790 Blacks Sudb. Rd Main		(3,800)	(3,825)	(3,800)		
R791 Redoubt Head Rd Main		(7,500)	(7,500)	(7,500)		
R792 MARA Road Maintenance Fee		(12,900)	(12,900)	(12,900)		
R793 St Marg Bay Heights				(10,300)	(10,300)	
* Private Roads	(185,500)	(219,200)	(219,110)	(235,200)	(16,000)	7.3
** Transfers to Outside Organizati	(1,037,100)	(1,097,000)	(1,096,110)	(1,139,700)	(42,700)	3.9
*** Total	(647,343,500)	(665,622,500)	(661,862,077)	(690,778,700)	(25,156,200)	3.8

Corporate Accounts Summary of Expense & Revenue Types						
Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6001 Salaries - Regular	4,751,000	6,655,800	(96,252)	6,284,000	(371,800)	(5.6)
6002 Salaries - Overtime			(2,093)			
6003 Wages - Regular		141,300		133,000	(8,300)	(5.9)
6005 PDP & Union Con Incr			3,810,553			
6054 Vacation payout			4,238			
6100 Benefits - Salaries	320,000	74,000	459,852	520,000	446,000	602.7
6152 Retirement Incentives	3,102,000	3,102,000	2,471,193	3,000,000	(102,000)	(3.3)
6154 Workers' Compensation			172			
6158 WCB Recov Earnings			(5,285)			
6199 Comp & Ben InterDept			2,165,195			
9200 HR CATS Wage/Ben	2,000	2,000	48		(2,000)	(100.0)
* Compensation and Benefits	8,175,000	9,975,100	8,807,622	9,937,000	(38,100)	(0.4)
6201 Telephone	2,600	2,600	2,444	2,800	200	7.7
6202 Courier/Postage	400	1,300	1,422	1,300		
6204 Computer S/W & Lic			557	800	800	
6205 Printing & Reprod	2,400	1,900	1,036	1,800	(100)	(5.3)
6207 Office Supplies	4,900	5,300	58	4,600	(700)	(13.2)
6299 Other Office Expenses	11,100	9,300	320	10,300	1,000	10.8
* Office	21,400	20,400	5,837	21,600	1,200	5.9
6301 Professional Fees			4,197	135,000	135,000	
6302 Legal Fees			71,375	150,300	150,300	
6303 Consulting Fees			19,516	200,000	200,000	
6308 Snow Removal	8,000	8,000	1,481	9,000	1,000	12.5
6310 Outside Personnel	10,500	9,500	153,773	13,000	3,500	36.8
6311 Security	2,500	4,000	1,966	4,700	700	17.5
6312 Refuse Collection	4,300	4,000	3,321	4,000		
6399 Contract Services	543,600	289,300	212,480	842,700	553,400	191.3
* External Services	568,900	314,800	468,108	1,358,700	1,043,900	331.6
6404 Rec Prog Supplies	6,000	500		500		
6407 Clean/Sani Supplies	5,000	5,000	5,361	6,000	1,000	20.0
6499 Other Supplies			71			
* Supplies	11,000	5,500	5,431	6,500	1,000	18.2
6503 Fertilizer			75			
6517 Paint						
6599 Other Materials			11,351			
* Materials			11,426			
6602 Electrical			5,451			
6603 Grnds & Landscaping	50,700	89,000	21,062	58,300	(30,700)	(34.5)
6605 Municipal Taxes				300	300	
6606 Heating Fuel	19,000	19,000	17,526	21,000	2,000	10.5
6607 Electricity	26,200	25,000	22,865	24,000	(1,000)	(4.0)
6608 Water	3,100	2,300	4,147	4,200	1,900	82.6
6610 Building - Exterior	15,000	15,000		15,000		
6611 Building - Interior	45,000	45,000		45,000		
6612 Safety Systems	1,200	1,200	191	1,000	(200)	(16.7)
6614 Envir Assess/Cleanup			2,561,771			
6699 Other Building Cost	72,200	15,000	23,011	1,000	(14,000)	(93.3)
* Building Costs	232,400	211,500	2,656,024	169,800	(41,700)	(19.7)
6701 Equipment Purchase	2,000	2,000		1,000	(1,000)	(50.0)
6704 Equipment Rental	200	200	328	1,200	1,000	500.0
6705 Equip - R&M	30,900	35,900	4,971	24,900	(11,000)	(30.6)
6711 Communication System			4,804			
* Equipment & Communications	33,100	38,100	10,103	27,100	(11,000)	(28.9)

Expenditures	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
6802 Vehicle R&M			18,945			
6803 Vehicle Fuel - Diesel				867,100	867,100	
* Vehicle Expense			18,945	867,100	867,100	
6901 Membership Dues		100		100		
6903 Travel - Local						
6905 Training & Education	1,000	1,000		1,000		
6906 Licenses & Agreements			1,455			
6908 Medical Examinations			124,591			
6909 Cost of Sales	350,000	250,000	342,753	340,000	90,000	36.0
6910 Signage	3,000	4,500	1,304	10,700	6,200	137.8
6911 Facilities Rental	200	500	162	2,100	1,600	320.0
6912 Advertising/Promotio	2,100	300	128	400	100	33.3
6919 Special Projects	380,400	656,200	2,208	636,700	(19,500)	(3.0)
6928 Committee Expenses		500		300	(200)	(40.0)
6932 Youth Pr Services	95,000					
6933 Community Events	97,200	100,500	25,252	162,600	62,100	61.8
6941 Playground Equipment	40,500	3,500	3,366	7,600	4,100	117.1
6942 Management Fees	150,000	125,000	143,388	157,000	32,000	25.6
6943 Health and Wellness	30,200					
6999 Other Goods/Services	898,500	1,454,500	118,122	2,130,200	675,700	46.5
* Other Goods & Services	2,048,100	2,596,600	762,731	3,448,700	852,100	32.8
7009 Internal Trfr Other			299,930			
7010 IntTrfr Insur Funds		40,000	260,168	140,000	100,000	250.0
7011 Int Trf Record Check			(12,300)			
7099 Interdept Chargeback			386,600			
9911 PM Labour-Reg			54			
* Interdepartmental		40,000	934,452	140,000	100,000	250.0
8010 Other Interest	800	700	657	600	(100)	(14.3)
8011 Interest on Debentur	10,949,100	9,976,500	9,929,653	9,291,900	(684,600)	(6.9)
8012 Principal on Debentu	35,581,000	35,282,300	35,282,595	35,482,200	199,900	0.6
8013 Loan Principal Repay	2,400	2,400		2,400		
* Debt Service	46,533,300	45,261,900	45,212,905	44,777,100	(484,800)	(1.1)
8001 Transf Outside Agenc	149,095,000	155,154,300	154,844,100	162,160,600	7,006,300	4.5
8002 Insurance Claims			808,464			
8003 Insurance Pol/Prem	4,283,900	4,234,600	1,962,530	3,859,600	(375,000)	(8.9)
8004 Grants	569,000	869,000	549,579	569,000	(300,000)	(34.5)
8005 Tax Exemptions	1,335,000	1,425,000	1,355,705	1,425,000		
8006 Tax Concess Non Prof	3,535,000	3,535,000	3,033,315	3,535,000		
8007 Tax Concess Commerci	755,000	755,000	241,994	605,000	(150,000)	(19.9)
8008 Transf to/fr Reserve	15,232,700	16,557,500	7,664,595	19,597,500	3,040,000	18.4
8009 Fire Protection	11,327,000	10,467,000	10,031,878	9,645,000	(822,000)	(7.9)
8014 Capital from Operati	40,354,000	39,048,000	34,414,112	40,461,000	1,413,000	3.6
8015 Debenture Discount	288,000	269,300	269,023	270,700	1,400	0.5
8016 Provision for Allow	3,000,000	3,700,000	5,135,735	4,200,000	500,000	13.5
8017 Bank Charges	330,200	380,200	391,246	410,200	30,000	7.9
8024 Transf to/fr Capital	1,383,300	12,100	633,069	416,000	403,900	3,338.0
8026 Property Damage			63,058			
8046 Stormwater ROW Chg		3,881,000	3,881,408	3,881,000		
9000 Prior Yr. Sur/Def	(5,302,800)	(2,665,100)	(1,241,710)	(1,841,500)	823,600	(30.9)
9001 Current Yr. Sur/Def			(444,782)			
* Other Fiscal	226,185,300	237,622,900	223,593,320	249,194,100	11,571,200	4.9
** Total	283,808,500	296,086,800	282,486,904	309,947,700	13,860,900	4.7

Revenues	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
4001 Res. Property Taxes	(205,399,000)	(211,864,900)	(211,903,035)	(225,942,300)	(14,077,400)	6.6
4002 Comm. Property Taxes	(165,258,000)	(174,345,000)	(175,214,906)	(177,875,700)	(3,530,700)	2.0
4005 Resrc Property Taxes	(1,383,000)	(1,390,000)	(1,403,585)	(1,410,000)	(20,000)	1.4
4006 Rec. Non Profit	(15,000)	(15,000)	(16,914)	(15,000)		
4007 Resource Forest Taxes	(42,000)	(42,000)	(41,901)	(42,000)		
4008 Comm. Forest Taxes	(92,000)	(81,000)	(81,224)	(81,000)		
4100 Deed Transfer Taxes	(39,000,000)	(36,000,000)	(31,333,716)	(32,000,000)	4,000,000	(11.1)
4101 Capital Charges	(2,000,000)	(2,103,000)	(1,741,839)	(2,054,200)	48,800	(2.3)
* Tax Revenue	(413,189,000)	(425,840,900)	(421,737,119)	(439,420,200)	(13,579,300)	3.2
4201 Area Rate Residential	(125,287,800)	(129,050,600)	(129,186,428)	(134,129,200)	(5,078,600)	3.9
4202 Area Rate Commercial	(33,962,700)	(33,319,800)	(33,360,010)	(34,435,800)	(1,116,000)	3.3
4206 Area Rate Resource	(851,600)	(857,600)	(859,947)	(842,600)	15,000	(1.7)
* Area Rate Revenue	(160,102,100)	(163,228,000)	(163,406,386)	(169,407,600)	(6,179,600)	3.8
4501 Tax Agreement - NSLC	(669,000)	(697,000)	(687,922)	(696,000)	1,000	(0.1)
4502 Tax Agreement - NSPI	(3,021,000)	(3,186,000)	(3,186,244)	(3,200,000)	(14,000)	0.4
4503 Tax Agreement - MT&T	(1,788,000)	(1,727,000)	(1,767,418)	(1,645,000)	82,000	(4.7)
4505 Tax Agreement - Impe	(3,608,000)	(250,000)	(250,000)		250,000	(100.0)
4506 Tax Agreement - Mari	(1,073,000)	(973,000)	(962,801)	(912,000)	61,000	(6.3)
4507 Tax Agreement - Heri	(384,000)	(769,000)	(534,493)	(1,100,000)	(331,000)	43.0
4508 Tax Agreement - HIAA				(1,447,000)	(1,447,000)	
4509 Tax Agrmnt - Irving				(564,000)	(564,000)	
4550 Tax Agreement - Other			(50,851)	(50,000)	(50,000)	
4551 Hfx Int'l Tax O-set	2,737,000	2,750,000	2,758,720		(2,750,000)	(100.0)
* Tax Agreements	(7,806,000)	(4,852,000)	(4,681,009)	(9,614,000)	(4,762,000)	98.1
4601 Grant in Lieu-Fed	(21,578,000)	(22,184,000)	(21,755,685)	(22,390,000)	(206,000)	0.9
4602 Grant in Lieu-Prov.	(8,231,000)	(8,638,000)	(8,432,611)	(9,004,000)	(366,000)	4.2
4603 Grant in Lieu-CPC	(686,000)	(660,000)	(661,676)	(685,000)	(25,000)	3.8
4605 Grant Lieu-Hflx Port	(2,374,000)	(2,788,000)	(2,279,429)	(2,926,000)	(138,000)	4.9
4606 Grant in Lieu - CBC	(330,000)	(346,000)	(219,061)	(208,000)	138,000	(39.9)
4607 Grant Lieu -Via Rail	(148,000)	(143,000)	(141,597)	(172,000)	(29,000)	20.3
4608 Grant in Lieu - WCB	(136,000)	(129,000)	(127,316)	(133,000)	(4,000)	3.1
4609 Grant in Lieu- Citad	(1,031,000)	(1,059,000)	(2,121,734)	(1,485,000)	(426,000)	40.2
4610 Grant in Lieu-NRC	(74,000)	(68,000)	(67,000)	(70,000)	(2,000)	2.9
4650 Grant in Lieu - Other	(161,000)	(163,000)	(234,063)	(174,000)	(11,000)	6.7
* Payments in Lieu of taxes	(34,749,000)	(36,178,000)	(36,040,174)	(37,247,000)	(1,069,000)	3.0
4706 Uncond.Grant NS(oth)	(3,300,000)	(3,600,000)	(3,730,410)	(3,700,000)	(100,000)	2.8
* Transfers from other Gov'ts	(3,300,000)	(3,600,000)	(3,730,410)	(3,700,000)	(100,000)	2.8
4801 Int. Rev. - Tax	(4,500,000)	(4,550,000)	(4,984,636)	(4,700,000)	(150,000)	3.3
4803 Int. Rev. - Cap.Chrg	(500,000)	(426,000)	(519,338)	(395,800)	30,200	(7.1)
4850 Int. Rev. - Other	(110,000)	(70,000)	(97,099)	(70,000)		
4860 Investment Income	(2,000,000)	(2,100,000)	(2,026,133)	(1,600,000)	500,000	(23.8)
* Interest Revenue	(7,110,000)	(7,146,000)	(7,627,206)	(6,765,800)	380,200	(5.3)
4901 Parking Meters	(2,800,000)	(2,750,000)	(2,613,942)	(2,750,000)		
4902 Fines Fees						
5101 Parking Rentals	(2,100,000)	(1,600,000)	(1,932,310)	(1,900,000)	(300,000)	18.8
5204 Administration Fees						
* Fee Revenues	(4,900,000)	(4,350,000)	(4,546,252)	(4,650,000)	(300,000)	6.9
5502 HRWC Dividend	(4,200,000)	(4,579,000)	(4,340,108)	(4,579,000)		
5504 StormWater ROW Levies		(3,881,000)	(3,780,231)	(3,881,000)		
5508 Recov External Parti	(11,190,000)	(11,324,200)	(11,294,260)	(10,594,100)	730,100	(6.4)
5509 NSF Chq Fee	(20,000)	(20,000)	(17,498)	(20,000)		
5600 Miscellaneous Revenue	(950,400)	(800,000)	(838,024)	(900,000)	(100,000)	12.5
5803 Transfer General Rat	5,500	4,500	4,500		(4,500)	(100.0)
5804 Transfer - Urban Rate	167,500	172,100	172,100		(172,100)	(100.0)
* Other Revenue	(16,187,400)	(20,427,600)	(20,093,522)	(19,974,100)	453,500	(2.2)
** Total	(647,343,500)	(665,622,500)	(661,862,077)	(690,778,700)	(25,156,200)	3.8
Net Surplus/Deficit	2013 Budget	2014 Budget	2014 Actual	2015 Budget	2015 Bud Var.	Var as %
Net Surplus/Deficit	(363,535,000)	(369,535,700)	(379,375,173)	(380,831,000)	(11,295,300)	3.1

Reserves

Purpose of Reserves

Reserves are utilized to improve the process of visionary planning for HRM's future needs. In general, Reserve Funds are intended to serve three specific purposes:

Contingency Funds for Opportunities;
Contingency Funds for Risk; or
Savings Funds for Obligations

Therefore, reserves are a means by which HRM can accumulate funds for an anticipated future requirement. This differs from the Operating Budget (General Fund) which, in accordance with the Halifax Charter, must budget for a year-end net balance of zero.

The Financial Reserves Administrative Order Number 2014-015 ADM approved by Regional Council on October 15, 2014 implemented the following strategies:

- (a) assist in planning for the long-term financial health and stability of the Municipality;
- (b) assist in removing unstable and unpredictable tax rates;
- (c) integrate the Reserve Business Cases into the Business Planning and Long-term Operating and Capital budgets;
- (d) ensure the Municipality has the ability to fund projects and events:
 - a. that produce long-term efficiency gains,
 - b. that are strategic or require significant cost sharing between the Municipality and another person or level of government,
 - c. between budget approvals where there is sudden or unexpected business opportunity,
 - d. where future obligations can be reasonable foreseen, and
 - e. where substantial risk to the Municipality may occur; and
- (e) reduce the current and future financial impacts to the taxpayer by minimizing significant budget fluctuations and reliance on debt financing by balancing the need for sufficient funds for unforeseen opportunities or obligations with the inefficient use of resources that could otherwise be used for current financial obligations or needs.

Other aspects of the Administrative Order include the payment of interest to the reserves, the segregating of each reserve in the accounting records, and ensuring that reserves will not be in a deficit position.

Equipment and Operating Reserves

These reserves are established following the very general guidelines outlined in the Financial Reporting and Accounting Manual, Section 3.15 and Section 3.16 as issued by the Province of Nova Scotia. Also, the Halifax Regional Municipality Charter, section 120 (6) states that a Municipality may maintain other reserve funds for such purposes as the Council may determine. Their general intent is to save for large expenditures on equipment by appropriating funds from operating.

Equipment Reserves:

Q204 General Fleet (1997): To provide for replacement of fleet vehicles and equipment with a useful life of less than 10 years for Transportation and Public Works, including Parks and Metro Transit. Funding to come from the operating budget of Fiscal Services (M471), sale of surplus vehicles and from interest paid to the reserve.

Q205 Police Vehicles & Equipment (1998): To provide for replacement of Police Service vehicles with a useful life of less than 10 years. Funding to come from the operating budget of Fiscal Services (M471), sale of surplus vehicles and from interest paid to the reserve.

Q206 Fire Vehicles & Equipment (2000): To provide for replacement of Fire & Emergency Service utility vehicles (cars, vans, and light trucks), and firefighting equipment as they reach the end of their useful life. Also, to provide partial financing for the replacement of firefighting apparatus (heavy firefighting trucks). Funding to come from the operating budget of Fiscal Services (M471), sale of surplus vehicles and from interest paid to the reserve.

Operating Reserves:

Q306 Self Insurance (2006): To provide funds for settlement of insured risks to HRM and to reduce the expenses associated with insurance costs by increasing the minimum deductible provided in HRM's policy. The costs related to insurance and risk can fluctuate greatly each year. The HRM, at any time, has an amount of claims outstanding. This reserve will provide an amount to stabilize the fluctuation of these costs and reserve monies for outstanding claims. Funding to come from the operating budget of Fiscal Services (M320) and from interest paid to the reserve.

Q308 Operations Stabilization (1999): Many regular operating expenditures fluctuate from year to year based on demand for the service. Occasionally, an unusual fluctuation occurs which is significantly greater than the normal expenditure pattern and which cannot reasonably be covered within available funding. This reserve can be used to smooth significant fluctuations in operating expenditures which cannot be anticipated and are beyond the control of the organization. Funding to come from the operating budget of Fiscal Services (M411) and from interest paid to the reserve.

Q309 Snow & Ice Control Variable Operating (1999): This reserve provides funding for costs associated with snow and ice control which are beyond that provided for in the annual operating budget. Given the unpredictability of winter weather, it is prudent to plan for the contingency that any one winter may place an onerous burden on the resources of the Municipality. Funding to come from operating budget of Fiscal Services (M471) and from interest paid to the reserves.

Q310 Service Improvement (2003): This reserve will be used to provide loans for business redesign projects that improve the Municipality's business processes and for which seed capital is required. Eligible projects must demonstrate anticipated down-stream benefits that will result from reworking processes and activities. Funding to come in the form of loan repayments (principal & interest) from projects. Also, any operating surplus at the end of the year from Fiscal Services (M421) may be directed into this reserve to replenish withdrawals that are not repayable.

Q311 Cemetery Maintenance (2000): This reserve provides funds for perpetual care maintenance for cemeteries not already provided for in existing Cemetery Trust Accounts. Funding to come from the sale of cemetery lots and from interest paid on the reserve.

Q312 Culture Development (2003): This reserve is used to provide funding to prepare heritage and cultural sites for increased access by citizens and tourists in a way that presents, promotes and preserves them for future generations. Funding to come from 10% of HRM's development levies from the Parkland Reserve to assist in funding the HRM Cultural Plan and from interest paid on the reserve.

Q313 Municipal Elections (2001): Funds from this reserve are allocated for the purpose of conducting special and regular elections pursuant to legislation. In addition, the election reserve will provide for a small amount of funding (\$2,000 - \$3,000 annually) for the purpose of updating the election database (civic addresses and street ranges within polls/districts), ensuring critical information is current and in place for special, and in particular, regular elections. Funding to come from operating budgets of Administrative Services (A125) and from interest paid to reserve.

Q314 Emergency Measures Organization (EMO) Cost Recovery (2001): This reserve provides funding to offset the costs associated with responding to large-scale emergencies. Because such emergencies are unpredictable and very expensive, business units do not normally provide funding for them within their operating budgets. Funding to come from operating budget of Emergency Measures Cost Recovery (A451) and from interest paid to reserve.

Q315 Marketing Levy Special Events (2001): This reserve provides funding to attract and host exceptional Tourism, Culture, & Heritage events that typically are national or international in caliber and occur on an infrequent basis, where the Municipality provides a leading and/or hosting role. Funding to come directly from the 2% Hotel Marketing Levy collected (only 40% of this amount is allocated to fund this reserve) and from interest paid to reserve.

Q316 DNA Costs (HRP and RCMP) (2001): This reserve provides funding to pay for the costs of conducting DNA evidentiary analysis for the Halifax Regional Police and the RCMP. The Federal government charges each province a flat fee; the reserve covers the municipal component. Funding to come from the operating budget of Fiscal Services (M319) and from interest paid to the reserve.

Q317 Titanic Reserve (2002): This reserve is used to maintain existing monuments, markers, and interpretive panels and create new ones related to the famous ocean liner, and to design and publish interpretive materials. The reserve is funded from an annual transfer of \$25,000 from the Cultural Development Reserve, donations and interest from the Trust account and from interest paid to the reserve.

Q318 Library Capital Campaign (2005): This reserve is used to fund the Central Library fund- raising capital campaign. Any additional funds beyond that required to cover campaign costs will be transferred to the capital project for architectural design fees, construction, materials, furniture and equipment for the Central Library. Funding will be from Provincial grant increases paid to the Halifax Regional Library and from interest paid to the reserve.

Q319 Major Events Facilities (2006): This reserve is used for the development of major cultural and public event facilities. Funding to come from the operating surplus and naming rights from Scotiabank Centre and from interest paid to the reserve.

Q320 Operating Costs of New Capital (2006): This reserve was used to smooth fluctuations in operating costs of new capital due to the timing of completion of related capital projects. This reserve closed March 31, 2015 and any balance in the reserve will be moved to the Operating

Surplus Reserve, Q328.

Q321 Information and Communication Technologies (2006): To provide a mechanism to capture savings generated by information or communication technology systems improvements and upgrades. Funds will be used to support future maintenance, upgrade, and replacement requirements of information or communication systems. Funding to come from the operating budget of Fiscal Services (M322) and from interest paid to the reserve. This Reserve will be closing and no new funds will be contributed to the reserve in 2015/16. Once obligations are complete the reserve will close.

Q322 Police Emergency/ Extraordinary Investigation (2006): To provide a source of funds for an emergency event or extraordinary investigation which, because of the complexity, expense, and low frequency of occurrence, could not be covered by the Operating Budget. Funding of the reserve to come from the Regional Police and HRM's operating budgets depending on the availability of any surplus being realized at year end and interest paid to the reserve.

Q323 Police Officer On the Job Injury (2003): This reserve will be used to provide financial assistance for sworn officers injured on the job for those injuries not covered by Long Term Disability insurance as provided by Article 44 of the 2003 MAPP collective agreement. Sworn officers with Halifax Regional Police opted out of the Province's WCB insurance and provide 100% self coverage. Funding to come from Police WCB operating account depending on the availability of any surplus being realized at year end and interest paid to the reserve.

Q325 Provincially Funded Police Officers & Facility Lease (2009): This reserve is used for the purposes of funding the salaries, space and equipment costs for incremental police officers. Funding for this reserve is from P316 and is calculated as the difference between funds received from the Province and the expenditures required to pay for the costs for the incremental police officer and interest paid to the reserve.

Q326 Convention Centre Reserve (2011): Reserve business case being drafted to be created to support convention centre.

Q327 LED Street Lighting Reserve (2013): This reserve is to provide funding for the purchase of lights from NSPI and the conversion of street lights from conventional to LED technology. Funding for this reserve will be funded on an on-going basis from the savings realized in the Street Lighting Operating Budget R825. The reserve also receives interest paid to the reserve.

Q328 Operating Surplus Reserve (2013): This reserve is in response to a new criteria in the Financial Reporting and Accounting Manual where any operating surplus is to be deposited to an Operating Reserve. This began for year-end 2013/14. Reserve Business Case is to be developed.

Q329 Regional Parking Strategy & Urban Core Improvement Reserve (2014): This reserve is to establish long-term support for the recommendations arising from the 2008 HRM Regional Parking Strategy Functional Plan and the Parking roadmap as well as address recommendations arising from the Downtown I'm In Initiative. Funding to the reserve will be provided annually from the surplus of the Metro Park Parkade and interest earned on the reserve.

Q330 Strategic Studies Reserve (2015): This reserve is being established in an effort to clear studies from the capital budget. Capital projects will be reduced by the amount of studies not completed by March 31 and those funds will be deposited to this reserve and will be used to fund operating studies within various business units. Business Case will be developed in 2015/16.

Capital Reserves

The Halifax Regional Municipality Charter addresses these types of reserves in Sections 120 and 121. The general intent of these funds is to provide for future contingencies that have a high probability of occurring and have a long range (5 - 30 years) time line.

Q101 Sale of Capital Assets (1999): It is Council's intention that this reserve be primarily used for the acquisition of land, buildings and similar fixed assets. The reserve was created in accordance with the requirements of Section 120 of the Halifax Regional Municipality Charter. Under this Act, funds may only be used for either (1) capital expenditures for which the municipality may borrow; or (2) repayment of the principal portion of capital debt. Funding is to come from the sale of real property, other than the sale of Business/Industrial Parks land, sales of Parkland, and from interest paid to the reserve.

Q121 Business/Industrial Parks Expansion (1999): This reserve is used exclusively to fund the servicing and grading of lands for sale in Municipality owned business and industrial parks. The reserve was created in accordance with the requirements of Section 120 of the Halifax Regional Municipality Charter which requires that any proceeds from the sales of land be deposited into a Capital Reserve fund. Specifically, funding for this reserve is to come from the sale of land in HRM business and industrial parks and from interest paid to reserve.

Q103 Capital Surplus (1999): This reserve is for any purpose identified in Section 120 of the Halifax Regional Municipality Charter under the Capital Reserve Section including (1) capital expenditures for which the Municipality may borrow and (2) repayment of the principal portion of capital debt. Funding to come from any surplus funds remaining from debentures issued, any capital grant not expended, funds in excess of twenty years in the Tax Sale Surplus Trust account, operating budget of Fiscal Services (M310) and from interest paid to the reserve.

Q107 Parkland Development (2006): As prescribed by the Halifax Regional Municipality Charter, the reserve is used in new residential developments for the acquisition of, and capital improvements to, parks, playgrounds and similar purposes and may use interest paid for the operation and maintenance costs of similar public places. The reserve was created in accordance with the requirements of Sections 281 & 283 of the Halifax Regional Municipality Charter. Funding to come from real estate developers in the form of cash in-lieu of 5% assessed value of the subdivision's lots approved for development and from interest paid to the reserve.

Q119 Sackville Landfill Closure (1996): This reserve was prescribed by the Province in 1996 and is intended to provide funds to responsibly end the life of the Sackville Landfill site and monitor it thereafter for environmental impact. The reserve funding comes from operating

budget of Solid Waste Services (M431) and from interest paid to reserve.

Q120 Otter Lake Landfill Closure (1996): This reserve was prescribed by the Province in 1996 and is intended to provide funds to responsibly end the life of the Otter Lake Landfill site and monitor it thereafter for environmental impact. It is currently estimated that Otter Lake will accept waste for approximately 25 years. Funding to come from the operating budget of Solid Waste Services (R327) and from interest paid to reserve.

Q123 Waste Resources (2000): To provide funding for the construction of landfill cells and purchase of equipment including replacement carts to operate the waste resources program. Funding to come from the operating budget of Fiscal Services (M316) and from interest paid to the reserve.

Q124 Upper Sackville Turf (2000): This reserve provides funding to offset the costs of maintaining, upgrading, and eventual replacement of the artificial turf field and amenities at Weir Field in Upper Sackville. The reserve may also be used for upgrading and replacement of ancillary structures associated with the field such as lighting, bleachers, and the parking lot. The reserve is funded from 3/4 of all user fees generated from the artificial turf facilities.

Q125 Metro Park Parkade (2002): This reserve is used to maintain and upgrade this property owned by the Municipality. The reserve is funded from a percentage of the parking fees collected under Fiscal Services (M555) and from interest paid to reserve.

Q126 Potential Strategic Growth (2003): The purpose of this reserve was to enable the municipality to respond to challenges posed to our service and infrastructure capability caused by population growth, rapid urban and suburban development expansion, changing demographics and rapid technological advancement. The reserve was meant to allow the municipality to take advantage of opportunities that may arise outside the normal operating and capital budget during the fiscal year, and to leverage funds from other levels of government and external agencies. Funding to come from the operating budget of Fiscal Services (M316), funds from specific land sales and from interest paid to the reserve. Due to recommendations approved by Council on June 5, 2014, during Strategic Capital Budget discussions, a new business case will be developed in 2015/16 and presented to Council for approval as this reserve will be used for strategic items such as Police Station, Fire Services Training, Stadium, Library facilities, and possible Commuter Rail. Funding to this revised reserve will be from the sale of St. Pats High, Alderney property, Lyle Street property and arenas that used to be deposited to Q145.

Q127 Sustainable Community (2004): The purpose of this reserve is to fund environmentally friendly projects, including those which reduce the environmental impacts of municipal operations and community activities. Primary funding to come from interest savings on loans from the Federation of Canadian Municipalities' Green Municipal Investment Fund and other potential sources are: corporate contributions, public partnerships, and savings produced from

reduced reliance on fossil fuels. This reserve will be closing in 2016/17 once the final projects have been completed.

Q129 Ferry Replacement (2003): This reserve will be used to fund the mid-life refit of the ferries, which will extend their useful life from 20 to 40 years, and the replacement of the Halifax Harbour passenger ferries as they reach the end of their useful lives. Because replacement is very expensive (about \$8 - \$12 million each) and occurs infrequently, the funding of a reserve will allow the cost to be spread out and absorbed over many years. Funding to come from the operating budget of Fiscal Services (M701) and from interest paid in reserve.

Q130 Capital Replacement (2006): As part of its Long Term Capital strategy, HRM created this capital replacement reserve for a variety of capital assets that have no such specific reserve. The intent of the reserve is to fund the replacement of existing capital assets which have reached the end of their useful life. Priority will be given to projects that support the legislated mandate of the municipality and to projects that reduce current operating costs. Funding to come from the operating budget of Fiscal Services (M322) and from interest paid in reserve.

Q131 Energy and Underground Services (2004): This reserve will be used to enable the municipality to respond quickly to opportunities that may arise outside of the normal operating and capital budget during the fiscal year, and to leverage funds from other levels of government and external agencies to co-locate underground services such as natural gas conduit, fibre optic cable, power and telecom lines with other capital projects. Funding to come from any future net proceeds from the sale of natural gas orphan systems or conduit assets, annual contribution from the Provincial Department of Energy ending in 2014/15 fiscal year, and from interest paid to reserve.

Q134 Gas Tax (2006): This reserve is used as a financial vehicle for maintaining the funds received under the Canada-Nova Scotia Agreement on the Transfer of Federal Gas Tax Revenues. This is in compliance with the Federal Government requirement for the Municipality to maintain a separate accounting for the funds provided and for the interest earned on unexpended funds. The funds are used to acquire sustainable infrastructure. As outlined in the Municipal Funding Agreement (2010) between the Province and HRM, HRM will receive annual Gas Tax funding for the five years April 1, 2010 to March 31, 2014. Continuation of the Gas Tax Program has been confirmed for 2014/15 onward, however, a new agreement has not been signed.

Q135 Alderney Gate Recapitalization/Leasehold Improvement (2005): This reserve will be used to cover costs to preserve the structural integrity of the Alderney Gate building and systems, maintenance items that are not directly recoverable from tenants, leasehold improvements and/or tenant allowances to retain tenants or attract new tenants at the expiration of leases, etc. Annual funding equivalent to about 1.5% of the 2005 purchase price of the building escalated to reflect inflation over the period, will come from the operating budget of Alderney Gate (W203) and from interest paid to the reserve.

Q137 Regional Capital Cost Charges: This reserve will be used to fund the growth-related share of regional infrastructure for which a Capital Cost Contribution (CCC) is collected. CCCs collected for Wastewater Treatment Facilities and other Regional infrastructure will be deposited into the reserve and expended according to the purpose for which they were collected. The reserve will not be used for area CCCs.

Q138 Community Facility Partnership (2010): This reserve is to provide funding to community non-profit and public institutions in support of major capital initiatives undertaken as part of a formal partnership agreement.

Q139 Central Library Repayment Reserve (2010): This reserve was to fund HRM's commitment to the Central Library capital project. Funding was provided by the sale of specific parcels of HRM owned land and interest was also paid to the reserve. This reserve is closing March 31, 2015 and the final parcel of land sold will be used to finalize remaining funding to the project. Any remaining funds will be moved to Q126 Potential Strategic Projects Reserve, to utilize the remainder of funds for other potential strategic projects as outlined and approved by Council recommendation during the Strategic Capital Report presented to Council June 5, 2014.

Q140 Central Library Repayment Reserve (2010): This reserve will be used to cover costs to preserve the structural integrity of the Central Library building, systems and maintenance items. The reserve will be funded from 2% of the estimated building costs, escalated by 2% annually to reflect inflation and will be from the Central Library Operating Budget and from interest per the reserve policy. This reserve should begin in 2014/15 once the library opens.

Q141 BMO Centre Life Cycle Reserve (2012): This reserve is to fund capital expenditures, for the new BMO Centre which was outlined in the Operating Agreement with Nustadia. Interest will also be paid to the reserve in accordance to the reserve policy.

Q142 Waterfront Development Reserve (2011): This reserve is to support the enhancement of HRM owned waterfront assets, through a parking enforcement partnership with Waterfront Development Corporation. Interest will also be paid to the reserve in accordance to the reserve policy.

Q143 Bus Replacement Reserve (2012): This reserve is to establish a long term funding source for the replacement of buses in order to reduce the financial impact on future budgets. The reserve will be funded through Metro Transit's Operating budget and through interest earned per the reserve policy. Business Case will be presented to Council in 2015/16.

Q144 Metro Transit Technology Reserve (2013): This reserve was created in 2013 to provide a mechanism for Metro Transit to allocate funds for technical solutions. Funds will be used to support projects included in the Metro Transit Technical Roadmap. This will include, maintenance, upgrades and replacement of technical or communication systems, as well as new

business projects identified moving forward. Business Case will be presented to Council in 2015/16.

Q145 Regional Facility Expansion Reserve (2012): This reserve was to plan for service improvements of regional facilities. This reserve is closing at March 31, 2015 and funds will be moved to the Potential Strategic Project Reserve, Q126 in preparation of implementing recommendations approved by Council on June 5, 21014 during Strategic Capital Projects presentation.

Q146 Planned Strategic Project Reserve (2015): This reserve is to fund planned strategic projects such as the Halifax Multi Pad, Dartmouth Multi Pad, Dartmouth Sportsplex Upgrades, Cogswell Interchange and the \$50M5yr projects. Funding will be from specific sale of properties such as Bloomfield, Queen Street property, Bayne Street and St. Patrick's Alexandra school as outlined in the Strategic Capital Projects presentation and recommendations approved by Council on June 5, 2014. Business Case will be developed and presented to Council in 2015/16.

Q112 5594-96 Morris St (2006): This reserve is used to maintain and upgrade this leased property owned by the Municipality. Funding to come from about 4% of annual revenues generated through lease agreements and interest earned on the reserve.

The following tables are the cash-flow projections for all Reserve Funds for the fiscal year ending March 31, 2016 based on the 2015-2016 Proposed Operating and Capital Budgets.

**HALIFAX REGIONAL MUNICIPALITY
APPROVED RESERVE BUDGET 2015/16**

	Actual Net Available Balance April 1, 2015	Contributions	Interest	Withdrawals	Projected Net Balance March 31, 2016
Equipment Reserves	\$3,986,129	\$235,000	\$42,379	(140,000)	\$4,123,508
Operating Reserves	\$34,565,782	\$6,322,450	\$325,864	(15,457,280)	\$25,756,816
Capital Reserves	\$68,621,134	\$92,976,485	\$1,470,826	(\$45,973,100)	\$117,095,345
	<u>\$107,173,044</u>	<u>\$99,533,935</u>	<u>\$1,839,069</u>	<u>(61,570,380)</u>	<u>\$146,975,668</u>

HALIFAX REGIONAL MUNICIPALITY
APPROVED EQUIPMENT & OPERATING RESERVE FUNDS BUDGET
April 1, 2015 to March 31, 2016

		Actual Net	2015/16	2015/16	2015/16	2015/16	2015/16	Projected Net
		Available Balance	Budgeted	Projected	Capital	Operating	Other	Available Balance
		April 1, 2015	Contributions	Interest	Budget	Budget	Budgeted	March 31, 2016
					Withdrawals	Withdrawals	Withdrawals	
Equipment Reserves								
Q204	General Fleet	2,521,357	150,000	27,392	-	-	-	2,698,750
Q205	Police Vehicles and equipment	693,876	35,000	7,011	-	(60,000)	-	675,887
Q206	Fire Vehicles and equipment	770,895	50,000	7,976	(80,000)	-	-	748,871
Total Equipment Reserves		3,986,129	235,000	42,379	(80,000)	(60,000)	-	4,123,508
Operating Reserves								
Q306	Self Insurance	3,954,406	-	41,722	-	-	-	3,996,127.42
Q308	Operations Stabilization	1,014,522	-	10,387	-	-	(30,000)	994,910
Q309	Snow & Ice Control	2,722,126	-	28,720	-	-	-	2,750,846.28
Q310	Service Improvement	1,274,538	-	17,755	-	-	-	1,292,293
Q311	Cemetery Maintenance	170,755	2,200	1,618	-	(25,000)	-	149,573
Q312	Culture Development Reserve	(284,585)	75,000	1,779	-	(300,000)	(75,000)	(582,806)
Q313	Municipal Elections	1,416,762	400,000	17,223	-	-	-	1,833,985
Q314	EMO Cost Recovery	347,150	-	3,663	-	-	-	350,813
Q315	Marketing Levy Special Events	189,180	1,200,000	1,891	-	(1,285,800)	-	105,272
Q316	DNA Costs (HRP and RCMP)	221,176	397,400	2,334	-	(397,400)	-	223,509
Q317	Titanic Reserve	87,613	25,600	1,070	-	-	-	114,284
Q318	Central Library Capital Campaign & Development Operating	2,590,236	570,000	8,814	-	(3,100,000)	-	69,050
Q319	Major Events Facilities	666,589	467,150	5,979	(3,620,000)	-	-	(2,480,282)
Q321	Information & Communication Technology	69,339	-	-	-	-	(64,080)	5,259
Q322	Police Emergency/Extraordinary Investigation	1,026,375	-	10,829	-	-	-	1,037,204
Q323	Police Officer On the Job Injury	1,783,390	-	18,816	-	-	-	1,802,206
Q325	Provincially Funded Police Officers & Faculty Lease	3,621,028	-	36,855	-	(236,500)	-	3,421,383
Q326	Convention Centre Reserve	1,764,307	986,000	24,241	-	-	-	2,774,548
Q327	LED Streetlighting Reserve	1,311,209	749,100	25,872	-	-	-	2,086,181
Q328	Operating Surplus Reserve	6,826,322	-	31,256	-	(4,000,000)	-	2,857,579
Q329	Parking Strategy	1,006,697	1,000,000	16,327	-	-	-	2,023,025
Q330	strategic Studies Reserve	2,786,646	450,000	18,711	-	(2,323,500)	-	931,857
Total Operating Reserves		34,565,782	6,322,450	325,864	(3,620,000)	(11,668,200)	(169,080)	25,756,816
Total Equipment & Operating Reserves		38,551,910	6,557,450	368,243	(3,700,000)	(11,728,200)	(169,080)	29,880,323

**HALIFAX REGIONAL MUNICIPALITY
APPROVED CAPITAL RESERVE FUNDS BUDGET
April 1, 2015 to March 31, 2016**

		Actual Net Available Balance April 1/15	2015/16 Budgeted Contributions	2015/16 Projected Interest	2015/16 Capital Budget Withdrawals	2015/16 Operating Budget Withdrawals	2015/16 Other Budgeted Withdrawals	Projected Net Available Balance March 31/16
Capital Reserves								
Q101	Sale of Capital Assets	(7,314,493)	4,392,610	11,160	(1,200,000)	(125,000)	-	(4,235,723)
Q121	Business/Industrial Parks Expansion	3,822,670	5,811,004	129,950	(5,595,000)	(20,000)	-	4,148,625
Q103	Capital Surplus	321,608	8,877,178	65,751	-	-	-	9,264,537
Q107	Parkland Development	2,723,746	750,000	41,561	-	-	(75,000)	3,440,307
Q119	Sackville Landfill Closure	604,054	-	12,905	(30,000)	(333,600)	-	253,358
Q120	Otter Lake Landfill Closure	10,140,950	2,421,828	108,616	(4,500,000)	-	-	8,171,394
Q123	Waste Resources	11,761,095	-	119,152	(2,620,000)	-	-	9,260,247
Q124	Upper Sackville Turf	130,485	20,000	1,394	-	-	-	151,879
Q125	Metro Park Parkade	2,270,549	223,800	25,410	(85,000)	-	-	2,434,759
Q126	Potential Strategic Projects	26,774,569	10,198,000	342,923	-	-	-	37,315,492
Q127	Sustainable Communities	228,486	-	1,466	-	(165,500)	-	64,453
Q129	Ferry Replacement	722,537	1,500,000	21,717	(1,580,000)	-	-	664,255
Q130	Capital Replacement	1,444,508	127,340	16,577	-	-	-	1,588,425
Q131	Energy & Underground Services	271,731	816,200	6,159	(1,000,000)	-	-	94,090
Q134	Gas Tax Reserve	293,865	23,807,121	171,937	(20,214,000)	-	-	4,058,922
Q135	Alderney Gate Recapitalization	38,332	499,280	7,397	(500,000)	-	-	45,009
Q137	Regional Capital Cost Contribution	5,083,054	1,042,915	34,259	-	-	(2,400,000)	3,760,227
Q138	Community Facility Partnership	545,075	-	5,751	-	-	-	550,826
Q139	Central Library Repayment Reserve	(367,154)	367,354	-	-	-	-	200
Q140	Central Library Recapitalization Reserve	805,585	816,000	13,155	-	-	-	1,634,741
Q141	BMO Ctr Life Cycle Reserve	1,113,170	250,000	12,447	(100,000)	-	-	1,275,617
Q142	Waterfront Development Reserve	203,834	60,000	2,493	-	-	-	266,327
Q143	Bus Replacement Reserve	5,035,530	2,000,000	64,540	-	-	-	7,100,070
Q144	Metro Transit Technology Reserve	1,876,176	-	19,795	-	-	-	1,895,971
Q146	Planned Strategic Projects Reserve	5,547	28,988,646	233,540	(5,400,000)	-	-	23,827,733
Q112	5594-96 Morris St	85,623	7,209	773	-	(30,000)	-	63,605
	Total Capital Reserves	68,621,133	92,976,485	1,470,827	(42,824,000)	(674,100)	(2,475,000)	117,095,345

2015/16 Withdrawals from Reserves

Reserve	Withdrawals	Amount
Q101	Sale of Capital Assets (Sale of Land)	
	CBX01102 Fire Station Land Acquisition	-1,000,000
	CTU00897 Road Corridor Land Acquisition	-200,000
	A110 legal services costs of sales	-30,000
	W400 real estate sale of property costs	-95,000
Q121	Business/Industrial Parks Expansion	
	CQ000007 Aerotech Repositioning & Development	-95,000
	CQ000008 Burnside and City of the Lakes Development	-5,500,000
	W500 Sale of property costs	-20,000
Q107	Parkland Development	
	Transfer to Q312	-75,000
Q119	Sackville Landfill Closure	
	CWU01065 Burner Stallation Hwy 101 Landfill	-30,000
	Fund R314	-15,300
	Fund R315	-318,300
Q120	Otter Lake Landfill Closure	
	CWU01358 Half Closure Cell 6 Otter Lake	-4,500,000
Q123	Waste Resources	
	CW000001 Additional Green Carts for New Residents	-500,000
	CW000002 Otter Lake Equipment	-1,120,000
	CW000006 Vertical Expansion of Landfill Cells	-750,000
	CW000003 Refuse Trailer Rural Depot	-250,000
Q125	Metro Park Parkade	
	CBX01140 Metro Park Upgrades	-85,000
Q127	Sustainable Community Reserve	
	Fund D948	-165,500
Q129	Ferry Replacement Reserve	
	CM000001 Ferry Replacement	-1,580,000
Q131	Energy & Underground Services Reserve	
	CBX01161 Energy Efficiency Projects	-1,000,000
Q134	Gas Tax Reserve	
	CVD00430 Access-A-Bus Replacement	-700,000
	CV020004 Conventional Bus Replacement	-3,500,000
	CB000039 Halifax Ferry Terminal	-500,000
	CB000042 Woodside Ferry Terminal Upgrades	-300,000
	CR000005 Street Recapitalization	-15,214,000
Q135	Alderney Gate Recapitalization	
	CBX01157 Alderney Gate Recapitalization	-500,000
Q137	Capital Cost Contribution	
	Transfer to Q120 Otter Lake Reserve	-2,400,000
Q141	BMO Centre Life Cycle Reserve	
	CB000064 Zamboni and other equipment	-100,000
Q146	Planned Strategic Project Reserve	
	CB000049 Dartmouth Multi Pad	-2,000,000
	CD000002 50MSyr Downtown Streetscapes	-3,400,000
Q112	5594-96 Morris St	
	Fund W204	-30,000
Q205	Police Vehicles and equipment	
	P325 bomb/chemical disposal suits	-60,000
Q206	Fire Vehicles and equipment	
	CEJ01220 Opticom Signalization System	-80,000
Q308	Operations Stabilization Reserve	
	Move reserve overage balance to Q135	-30,000
Q311	Cemetery Maintenance	
	R855 fence repair at Mt. Hermon	-25,000
Q312	Culture Development Reserve	
	C764 8004 Cultural Events & Showcases Program	-200,000
	C764 6919 Public Art operating costs	-100,000
	to Titanic Reserve Q317	-25,000
	Barrington St Heritage Initiative	-50,000
Q315	Marketing Levy Special Events	
	C772 Events:	-1,285,800
Q316	DNA Costs (HRP & RCMP)	
	Fund P325	-397,400
Q318	Central Library Capital Campaign	
	Fundraising amounts deposited to reserve now to fund project	-3,100,000
Q319	Major Events Facilities	
	CB000028 Scotiabank Centre	-3,620,000
Q321	Information & Communications Technology	
	Close reserve, move unused balance to Q135	-64,080
Q325	Provincially Funded Police Officers & Facility	
	Fund P316	-236,500
Q328	Operating Surplus Reserve	
	Return Transit, M701 14/15 surplus back to Business Unit	-600,000
	OCC Reserve closed 3/31, transfer to fiscal to be used	-3,400,000
	to fund various reserves in 15/16	
Q330	Strategic Studies Reserve	
	Fund C002	-589,989
	Fund R951	-827,365
	Fund C320	-469,193
	Fund D935	-171,553
	Fund R170	-72,700
	Fund W953	-49,600
	Fund C705	-143,100
	Totals	(61,570,380)

Approach to the Capital Budget

Introduction

Capital budgeting is the planned expenditures, to acquire and maintain capital assets, in order to support the many services provided by the Municipality.

Tangible Capital Assets are defined by the Canadian Institute of Chartered Accountants. In order to be considered a capital asset, according to PSAB 3150, the following conditions must be met:

- a) Are held for use in the production or supply of goods and services, for rental to others, for administrative purposes or for the development, construction, maintenance or repair of other tangible capital assets;
- b) Have useful economic lives extending beyond an accounting period (1 Year);
- c) Are used on a continuing basis; and/or
- d) Are not for resale in the ordinary course of operations.

Please note, detailed information on HRM's Capital Budget can be found on the Capital Supplementary Reports, contained in the appendices of the Capital Budget document.

Definitions

2015/16 Gross Budget by Project Type

The need for capital infrastructure arises in one of three ways: replacing or rehabilitating existing infrastructure, increasing service standards, or providing new infrastructure to accommodate growth.

State of Good Repair Projects

These are projects aimed at maintaining assets HRM owns in an acceptable state of repair to support the level of service for which the public is willing to pay, and can include maintenance, repair, renewal/rehabilitation and replacement.

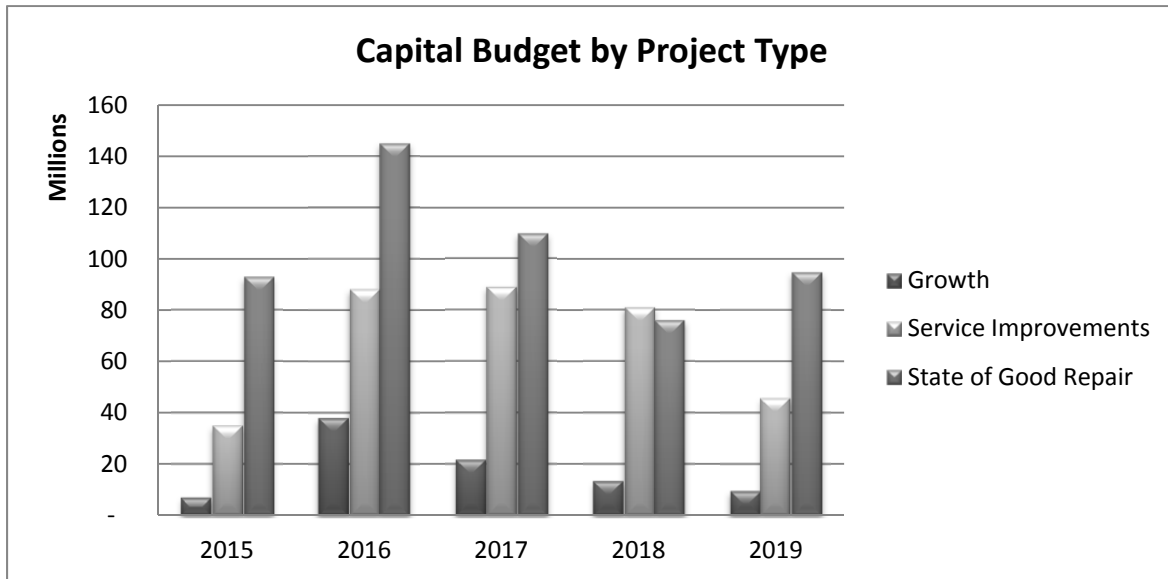
Service Improvement Projects

These are projects that are primarily driven by the need to either increase a level of service, or expand a service(s) to existing residents or businesses that did not previously receive the service. Service Improvement Projects augment service levels and/or introduce new services to HRM's existing population (i.e. new sidewalks or playgrounds in existing developed areas).

Growth Related Projects

These projects are primarily driven by the need to provide services to new residents or businesses. Growth projects generally include projects which stem from population and employment growth, and include infrastructure in new development areas, industrial park expansion, some of transit expansion and widening main roads.

The following chart summarizes spending trends over the next five years according to project type.



The following table breaks the type of project by budget category:

Budget Category	State of Good Repair	Service Improvements	Growth	Grand Total
Buildings	19,360,000	3,125,000	1,000,000	23,485,000
Business Tools	6,520,000	8,170,000		14,690,000
Community & Property Development	3,400,000	2,450,000		5,850,000
District Activity Funds		1,504,000		1,504,000
Equipment & Fleet	6,025,000	180,000		6,205,000
Halifax Transit	12,390,000	1,865,000		14,255,000
Industrial Parks			5,595,000	5,595,000
Parks & Playgrounds	4,205,000	1,270,000		5,475,000
Roads & Streets	31,200,000	775,000		31,975,000
Sidewalks, Curbs & Gutters	2,600,000	2,500,000		5,100,000
Solid Waste	5,900,000	750,000	500,000	7,150,000
Traffic Improvements	1,600,000	12,720,000	200,000	14,520,000
Grand Total	93,200,000	35,309,000	7,295,000	135,804,000

Maintaining Assets in a State of Good Repair

In an effort to maintain the condition of municipal assets, this budget allocates \$93.2 million on rehabilitation and replacement of existing assets in 2015/2016, or 69% of the 2015/2016 Capital Budget. Priority is given to projects needed to protect life or address safety issues, comply with statutes or codes, and/or reduce operating costs.

HRM's asset condition has stabilized since 2010. This trend is a positive sign that increased spending to maintain assets in a state of good repair is yielding the desired results.

The Municipality is implementing an Enterprise Asset Management program that will better enable informed decision making, with the goal to align capital spending priorities with the community's expectations. A computerized work management system and asset registry is being developed and implemented across the organization to track and report information on asset condition and maintenance costs. This information will be used to develop renewal and maintenance plans which consider level and cost of services. Regional Council will be better informed regarding which assets support which services, how much capital funding is required, and more importantly, where and when funding is needed.

Increasing the capacity of the Capital Budget

In addition to maintaining assets, \$20 to \$35 million is invested every year on service expansions such as new street paving, sidewalks, playgrounds, sports courts, and trails. Significant work has also been done to gain efficiencies in operations, and fiscal measures related to capital spending are well within threshold values.

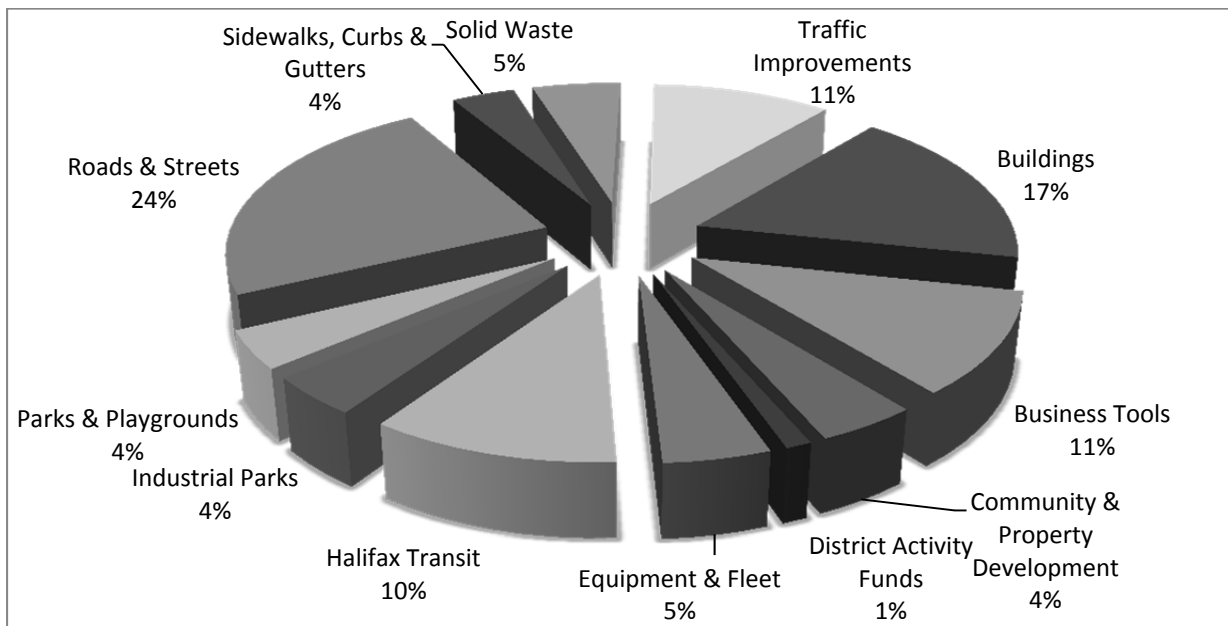
Measure	Percentage	Threshold
Debt Service Ratio (percent of revenue, %)	7.0	Below 15
Outstanding Debt (percent of assessment base, %)	0.6	Below 3.5
Undepreciated Assets	57.4	Above 60
5 year Capital Purchases Replacement Rate (disposals compared to renewals)	147.2	Above 100
5 year Contribution to reserves (percent of capital budget, %)	31.6	Above 10

Capital Expenditure Plan

The following provides an overview of the capital expenditures. Please refer to the Budget Summaries section of this document, for a more detailed Capital Expenditure Plan, or the Capital Budget Book to see detailed Capital Supplementary Reports on each project.

Projected spending in 2015/16 for each budget category is summarized in the following table.

2015/16 Gross Budget by Budget Category - Chart



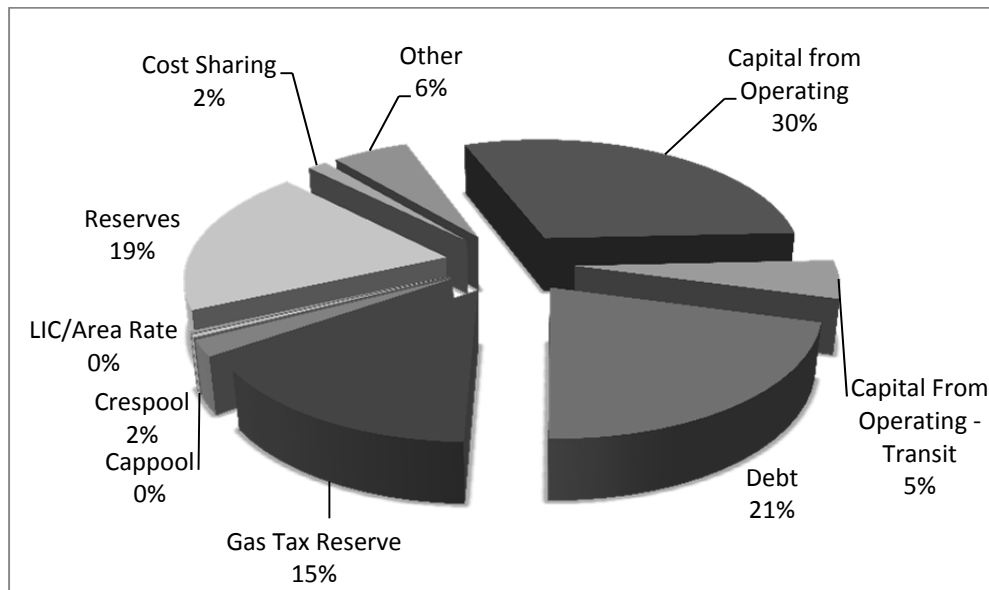
2015/16 Gross Budget by Budget Category - Table

Budget Category	Total Gross (in thousands)	Percentage
Buildings	23,485	17.3%
Business Tools	14,690	10.8%
Community & Property Development	5,850	4.3%
District Activity Funds	1,504	1.1%
Equipment & Fleet	6,205	4.6%
Halifax Transit	14,255	10.5%
Industrial Parks	5,595	4.1%
Parks & Playgrounds	5,475	4.0%
Roads & Streets	31,975	23.5%
Sidewalks, Curbs & Gutters	5,100	3.8%
Solid Waste	7,150	5.3%
Traffic Improvements	14,520	10.7%
Grand Total	135,804	100.0%

Capital Funding Plan

Funding for capital comes from a number of sources. These include property tax revenue which is used to pay for some projects directly, or from the general rate or the transit rate. This is known as “Capital from Operating” or “pay-as-you-go.” Revenue from the general rate is also used to make debt payments or transfers to reserves for specific purposes. Federal gas tax funding, development charges, local improvement charges, area rates and external cost-sharing programs are also used to varying degrees.

2015/16 Funding Sources - Chart



2015/16 Funding Sources - Table

Funding Sources	Amount (thousands)	Percentage
Capital from Operating	40,461	29.8%
Capital From Operating - Transit	6,780	5.0%
Debt	28,778	21.2%
Gas Tax Reserve	20,214	14.9%
Crespool	2,871	2.1%
Cappool	500	0.4%
LIC/Area Rate	463	0.3%
Reserves	26,310	19.4%
Cost Sharing	1,888	1.4%
Other	7,540	5.6%
Total	135,804	100.0%

“Other” is debt that is being used to fund conversion of streetlights to LED bulbs, and future sale of Cogswell lands to fund the Cogswell redevelopment.

Reserves

If a project is anticipated and can be planned for, it is often advantageous to set aside funds in a reserve, which can be used to pay all or a portion of the capital cost. Each reserve has its own business case outlining the funding sources and permitted expenditures. In 2015/2016, reserves contribute \$26.31 million to the Capital Budget as detailed below.

Reserve Name	Project #	Reserve Withdrawal
Q101 - Sale of Capital Assets		
Fire Station Land Acquisition	CBX01102	1,000,000
Road Corridor Land Acquisition	CTU00897	200,000
Q101 - Sale of Capital Assets Total		1,200,000
Q119 - Sackville Landfill Closure		
Burner Installation Hwy 101 Landfill	CWU01065	30,000
Q119 - Sackville Landfill Closure Total		30,000
Q120 - Otter Lake Landfill Closure		
Half Closure Cell 6 - Otter Lake	CWU01358	4,500,000
Q120 - Otter Lake Landfill Closure Total		4,500,000
Q121 - Business Industrial Parks Expansion		
Aerotech Repositioning & Dvlmnt	CQ000007	95,000
Burnside & City of Lakes Development	CQ000008	5,500,000
Q121 - Business Industrial Parks Expansion Total		5,595,000
Q123 - Waste Resources		
Additional Green Carts for New Residents	CW000001	500,000
Otter Lake Equipment	CW000002	1,120,000
Refuse Trailer Rural Depot	CW000003	250,000
Vertical Expansion of Landfill Cells	CW000006	750,000
Q123 - Waste Resources Total		2,620,000
Q125 - MetroPark Parkade		
Metropark Upgrades	CBX01140	85,000
Q125 - MetroPark Parkade Total		85,000
Q129 - Ferry Replacement		
Ferry Replacement	CM000001	1,580,000
Q129 - Ferry Replacement Total		1,580,000
Q131 - Energy & Underground Services		
Energy Efficiency Projects	CBX01161	1,000,000
Q131 - Energy & Underground Services Total		1,000,000
Q135 - Alderney Gate Recapitalization Leasehold Improvement		
Alderney Gate Recapitalization(Bundle)	CBX01157	500,000
Q135 - Alderney Gate Recapitalization Leasehold Improvement Total		500,000
Q141 - BMO Centre Lifecycle		
BMO Centre	CB000064	100,000
Q141 - BMO Centre Lifecycle Total		100,000
Q146 - Planned Strategic Projects		
Dartmouth Multi-Pad	CB000049	2,000,000
Downtown Streetscapes - Capital Improvement Campaign	CD000002	3,400,000

Q146 - Planned Strategic Projects Total		5,400,000
Q206 - Fire & Emergency Service Vehicle & Equipment		
Opticom Signalization System	CEJ01220	80,000
Q206 - Fire & Emergency Service Vehicle & Equipment Total		80,000
Q319 - Major Events Facilities		
Scotiabank Centre	CB000028	3,620,000
Q319 - Major Events Facilities Total		3,620,000
Grand Total		26,310,000

Gas Tax

Gas Tax is a federally funded infrastructure program. It represents a stable, long-term source of funding, with the flexibility to address priorities of the community. In order to receive the funding, municipalities are required to have a sustainable, long-term community plan, such as HRM's Regional Plan.

Projects are selected based on the level of anticipated eligible expenditures - and the likelihood of spending the funding - within the fiscal year. The table below is the proposed use of gas tax funds in 2015/16. The actual mix of funds will be determined based on eligible expenditures in these accounts. Any accumulated surplus will remain in a dedicated reserve and applied to future capital budgets.

Gas Tax Funded Projects 2015/16:

Project Name	Project #	Gross Budget	Proposed Gas Tax Reserve Withdrawal
Access-A-Bus Replacement	CVD00430	1,000,000	700,000
Conventional Bus Replacement	CV020004	4,230,000	3,500,000
Halifax Ferry Terminal	CB000039	730,000	500,000
Woodside Ferry Terminal Upgrades	CB000042	500,000	300,000
Halifax Transit Subtotal			5,000,000
Street Recapitalization	CR000005	24,000,000	15,214,000
Total			20,214,000

Impact on the Operating Budget

New Projects

New projects, particularly service improvement and growth-related, create new operating costs that must be included in the operating budget. Operating impacts can be “one time” costs related to implementing a new service or program, but most maintenance and programming costs are on-going. The on-going costs are cumulative in nature and increase year after year as new assets are commissioned.

Summary of Operating Impacts of the 2015/2016 Capital Budget

Budget Category	Net Operating Costs	Implementation Cost	Impact to Operating Budget
Buildings	31,000	-	31,000
Business Tools	1,115,000	1,055,000	2,170,000
Halifax Transit	715,300	174,400	889,700
Parks & Playgrounds	85,000	-	85,000
Roads & Streets	25,800	-	25,800
Sidewalks, Curbs & Gutters	30,000	-	30,000
Traffic Improvements	124,600	-	124,600
Grand Total	2,126,700	1,229,400	3,356,100

Capital Budget Summary

Project Year 2015

Budget Category	Total Gross Budget	Project Specific Funding	Borrowing and Other Transfers	Ongoing Impact on the Operating Budget	One-time Impact on the Operating Budget
Buildings	23,485,000	8,380,000	15,105,000	31,000	-
Business Tools	14,690,000	-	14,690,000	1,115,000	1,055,000
Community & Property Development	5,850,000	4,650,000	1,200,000	-	-
District Activity Funds	1,504,000	-	1,504,000	-	-
Equipment & Fleet	6,205,000	80,000	6,125,000	-	-
Halifax Transit	14,255,000	1,580,000	12,675,000	715,300	174,400
Industrial Parks	5,595,000	5,595,000	-	-	-
Parks & Playgrounds	5,475,000	500,000	4,975,000	85,000	-
Roads & Streets	31,975,000	1,625,000	30,350,000	20,000	-
Sidewalks, Curbs & Gutters	5,100,000	-	5,100,000	35,800	-
Solid Waste	7,150,000	7,150,000	-	-	-
Traffic Improvements	14,520,000	6,640,000	7,880,000	124,600	-
Grand Total	135,804,000	36,200,000	99,604,000	2,126,700	1,229,400

Funding Detail

Project Specific Funding

Cost Sharing	1,887,500
Reserves	26,310,000
LIC/Area Rate	462,500
Other (Future Sale of Cogswell Lands)	1,250,000
Other Debt - LED Streetlights	6,290,000
Project Specific Funding Total	<u>36,200,000</u>

Borrowing and Other Transfers

Capital from Operating	40,461,000
Capital From Operating - Transit	6,780,000
Capital From Operating - Total	47,241,000
Debt	28,778,000
Subtotal	<u>76,019,000</u>
Gas Tax Reserve	20,214,000
Crespool	2,871,000
Cappool	500,000
Total	<u>99,604,000</u>

Capital Budget Detail

Project Year 2015

Budget Category	Project #	Gross	Funding	Net
Buildings				
Accessibility - HRM Facilities	CBX01154	945,000	-	945,000
Alderney Gate Recapitalization(Bundle)	CBX01157	1,210,000	500,000	710,000
Architecture - Exterior (Category 2)	CBX01274	50,000	-	50,000
Architecture - Interior (Category 5)	CBX01273	100,000	-	100,000
Beazley Field Grandstands & Upgrades	CB000030	35,000	-	35,000
BMO Centre	CB000064	100,000	100,000	-
Captain William Spry Renovations	CB000023	250,000	-	250,000
Carroll's Corner Community Centre	CB000063	200,000	-	200,000
Cole Harbour Outdoor Pool & Tennis Court	CP000010	165,000	-	165,000
Cole Harbour Place	CB000045	970,000	-	970,000
Consulting - Buildings (Category 0)	CBX01268	515,000	-	515,000
Corporate Accommodations	CB000047	1,000,000	-	1,000,000
Corporate Accommodations - Alderney Campus	CB000046	920,000	-	920,000
Dartmouth Multi-Pad	CB000049	2,000,000	2,000,000	-
Dartmouth Sportsplex Revitalization	CB000006	-	-	-
East Preston Recreation Centre	CB000050	240,000	-	240,000
Electrical (Category 7)	CBX01275	50,000	-	50,000
Emera Oval	CBX01344	1,180,000	-	1,180,000
Energy Efficiency Projects	CBX01161	1,000,000	1,000,000	-
Environmental Remediation/Building Demolition	CBX01162	-	-	-
Evergreen House	CB000051	100,000	-	100,000
Fire Station 14, Woodlawn Recapitalization	CB000054	150,000	-	150,000
Fire Station 16, Eastern Passage Recapitalization	CB000056	150,000	-	150,000
Fire Station 2, University Ave Recapitalization	CB000052	220,000	-	220,000
Fire Station 20, Lawrencetown Recapitalization	CB000053	100,000	-	100,000
Fire Station Land Acquisition	CBX01102	1,000,000	1,000,000	-
Halifax City Hall and Grand Parade Restoration	CBX01046	2,200,000	-	2,200,000
HRM Depot Upgrades	CBX01170	200,000	-	200,000
HRPD Ident Lab Ventilation	CBX01364	-	-	-
Hubbards Recreation Centre	CB000043	75,000	75,000	-
Mechanical (Category 6)	CBX01269	100,000	-	100,000
Metropark Upgrades	CBX01140	85,000	85,000	-
Multi District Facilities-Upgrades (Bundle)	CB000002	500,000	-	500,000
Musquodoboit Recreation Facility	CB000058	100,000	-	100,000
North Woodside Community Centre Recapitalization	CB000059	270,000	-	270,000
Roof (Category 3)	CBX01272	1,500,000	-	1,500,000
Sackville Sports Stadium	CB000060	1,280,000	-	1,280,000
Scotiabank Centre	CB000028	3,620,000	3,620,000	-
Site Work (Category 1)	CBX01271	700,000	-	700,000
St. Andrew's Community Centre Renovation	CB000011	-	-	-
Structural (Category 4)	CBX01270	100,000	-	100,000
Upper Sackville Recreation Centre Facility	CB000061	105,000	-	105,000
Buildings Total		23,485,000	8,380,000	15,105,000

Capital Budget Detail

Project Year 2015

Budget Category	Project #	Gross	Funding	Net
Business Tools				
Application Recapitalization	CI000002	1,600,000	-	1,600,000
Automated Vehicle Location (AVL)	CID01292	-	-	-
Business Intelligence (BI) Program	CI990001	250,000	-	250,000
Contact Center Telephony Solution	CI990017	740,000	-	740,000
Council Chambers Technology Upgrade	CI990019	400,000	-	400,000
CRM Software Replacement	CI990020	300,000	-	300,000
Data Management and Process Review	CI990021	190,000	-	190,000
Election Management Solution	CI990015	275,000	-	275,000
Electronic File Management HRP	CI990023	555,000	-	555,000
Enterprise Asset Management	CID00631	2,090,000	-	2,090,000
Health and Safety Incident Reporting	CI990010	600,000	-	600,000
HR Employee and Manager Self Service (ESS/MSS)	CI990032	670,000	-	670,000
HRFE Dispatch Project	CI990027	725,000	-	725,000
HRFE Fire Data Management (FDM) Review & Enhancements	CI990028	490,000	-	490,000
ICT Business Tools	CI990004	750,000	-	750,000
ICT Infrastructure Recapitalization	CI000004	1,200,000	-	1,200,000
Internet Program	CI000001	1,700,000	-	1,700,000
Parking Technology Initiative - PTMS	CI990031	200,000	-	200,000
Permitting, Licensing, and Compliance Replacement Solution	CI990013	600,000	-	600,000
Service Desk System Replacement	CI990002	110,000	-	110,000
Situational Awareness	CI990035	505,000	-	505,000
Trunk Mobile Radios - TMR	CID01362	740,000	-	740,000
Business Tools Total		14,690,000	-	14,690,000
Community & Property Development				
Cogswell Interchange Redevelopment	CT000007	1,250,000	1,250,000	-
Cultural Structures and Places	CD990003	-	-	-
Downtown Streetscapes - Capital Improvement Campaign	CD000002	3,400,000	3,400,000	-
HRM Public Art	CDG01135	-	-	-
Shubenacadie Canal Greenway Trail	CDG00493	1,200,000	-	1,200,000
Streetscaping in Center Hubs and Corridors	CDV00734	-	-	-
Community & Property Development Total		5,850,000	4,650,000	1,200,000
District Activity Funds				
District 1 Project Funds	CCV01801	94,000	-	94,000
District 2 Project Funds	CCV01802	94,000	-	94,000
District 3 Project Funds	CCV01803	94,000	-	94,000
District 4 Project Funds	CCV01804	94,000	-	94,000
District 5 Project Funds	CCV01805	94,000	-	94,000
District 6 Project Funds	CCV01806	94,000	-	94,000
District 7 Project Funds	CCV01807	94,000	-	94,000
District 8 Project Funds	CCV01808	94,000	-	94,000
District 9 Project Funds	CCV01809	94,000	-	94,000
District 10 Project Funds	CCV01810	94,000	-	94,000
District 11 Project Funds	CCV01811	94,000	-	94,000
District 12 Project Funds	CCV01812	94,000	-	94,000
District 13 Project Funds	CCV01813	94,000	-	94,000
District 14 Project Funds	CCV01814	94,000	-	94,000
District 15 Project Funds	CCV01815	94,000	-	94,000
District 16 Project Funds	CCV01816	94,000	-	94,000
District Activity Funds Total		1,504,000	-	1,504,000

Capital Budget Detail

Project Year 2015

Budget Category	Project #	Gross	Funding	Net
Equipment & Fleet				
EMO Emergency Situational Trailer	CVJ01222	-	-	-
Fire Apparatus Replacement	CVJ01088	2,335,000	-	2,335,000
Fire Services Equipment Replacement	CE010001	880,000	-	880,000
Fire Services Training Simulator	CE010003	100,000	-	100,000
Fire Services Water Supply	CHJ01221	100,000	-	100,000
Fleet Vehicle Replacement	CVD01087	1,185,000	-	1,185,000
Ice Resurfacers Replacement	CVU01207	125,000	-	125,000
Opticom Signalization System	CEJ01220	80,000	80,000	-
Police Marked Cars	CVK01090	1,400,000	-	1,400,000
Equipment & Fleet Total		6,205,000	80,000	6,125,000
Halifax Transit				
Access-A-Bus Expansion	CVD00429	230,000	-	230,000
Access-A-Bus Replacement	CVD00430	1,000,000	-	1,000,000
Biennial Ferry Refit	CVD00436	200,000	-	200,000
Bus Stop Accessibility	CBT00432	125,000	-	125,000
Conventional Bus Replacement	CV020004	4,230,000	-	4,230,000
Ferry Replacement	CM000001	4,800,000	1,580,000	3,220,000
Ferry Terminal Pontoon Rehabilitation	CBX01171	250,000	-	250,000
Halifax Ferry Terminal	CB000039	730,000	-	730,000
Lacewood Terminal Replacement	CB000013	100,000	-	100,000
Mid Life Bus Rebuild	CVD00431	440,000	-	440,000
New Transit Technology	CM020005	1,000,000	-	1,000,000
New/Expanded Transit Centre	CB000017	100,000	-	100,000
Radio Coverage Infrastructure	CM000004	150,000	-	150,000
Replacement Transit Technology	CMU01203	-	-	-
Shelters Replacement/Expansion	CBT00437	110,000	-	110,000
Transit Security	CMU00982	-	-	-
Transit Software	CIU00875	-	-	-
Transit Support Vehicle Replacement	CV000004	90,000	-	90,000
Woodside Ferry Terminal Upgrades	CB000042	500,000	-	500,000
Wrights Cove Loop Construction	CR000007	200,000	-	200,000
Halifax Transit Total		14,255,000	1,580,000	12,675,000
Industrial Parks				
Aerotech Repositioning & Dvlmnt	CQ000007	95,000	95,000	-
Burnside & City of Lakes Development	CQ000008	5,500,000	5,500,000	-
Industrial Parks Total		5,595,000	5,595,000	-
Parks & Playgrounds				
Cole Harbour Turf	CP110002	100,000	-	100,000
Cornwallis Park Master Plan Implementation Phase 1	CP000011	200,000	75,000	125,000
Fort Needham Master Plan Implementation	CP000012	125,000	-	125,000
Halifax Common Master Plan & Implementation	CP000013	160,000	-	160,000
Mainland Common Artificial Turf Renewal	CP110001	1,850,000	150,000	1,700,000
Park Assets - State of Good Repair	CP000002	680,000	125,000	555,000
Park Land Acquisition	CPX01149	-	-	-
Parks, Sports Courts & Fields - Service Improvement	CP000004	235,000	-	235,000
Point Pleasant Park Master Plan Implementation	CP000006	25,000	-	25,000
Public Gardens Upgrades	CPX01193	300,000	-	300,000
Regional Trails Active Transportation	CPX01196	850,000	-	850,000
Regional Water Access/ Beach Upgrades	CPX01331	100,000	-	100,000
Sports Fields/Courts - State of Good Repair	CP000003	850,000	150,000	700,000
Parks & Playgrounds Total		5,475,000	500,000	4,975,000

Capital Budget Detail

Project Year 2015

Budget Category	Project #	Gross	Funding	Net
Roads & Streets				
Bridges	CRU01077	2,000,000	-	2,000,000
Municipal Operations - State of Good Repair	CR990002	2,100,000	-	2,100,000
New Paving Streets - HRM Owned Roads	CR000002	500,000	250,000	250,000
New Paving Subdivision St's Provincial	CR990001	275,000	275,000	-
Other Road Related Works	CRU01079	1,500,000	-	1,500,000
Storm Sewer Upgrades	CR000001	500,000	-	500,000
Street Recapitalization	CR000005	25,100,000	1,100,000	24,000,000
Roads & Streets Total		31,975,000	1,625,000	30,350,000
Sidewalks, Curbs & Gutters				
New Sidewalks	CR000003	2,500,000	-	2,500,000
Sidewalk Renewals	CKU01084	2,600,000	-	2,600,000
Sidewalks, Curbs & Gutters Total		5,100,000	-	5,100,000
Solid Waste				
Additional Green Carts for New Residents	CW000001	500,000	500,000	-
Burner Installation Hwy 101 Landfill	CWU01065	30,000	30,000	-
Dredging of Siltation Pond	CWU01092	-	-	-
Environment Monitoring Site Work 101 Landfill	CWU01353	-	-	-
Half Closure Cell 6 - Otter Lake	CWU01358	4,500,000	4,500,000	-
Land Acquisition Otter Lake	CWI00967	-	-	-
Leachate Tank at HWY 101	CWI00985	-	-	-
Otter Lake Equipment	CW000002	1,120,000	1,120,000	-
Refuse Trailer Rural Depot	CW000003	250,000	250,000	-
Vertical Expansion of Landfill Cells	CW000006	750,000	750,000	-
Solid Waste Total		7,150,000	7,150,000	-
Traffic Improvements				
Active Transportation - Strategic Projects	CTU00420	710,000	-	710,000
Bedford West Traffic Signals	CTX01127	-	-	-
Controller Cabinet and Detection Program	CT000004	190,000	-	190,000
Destination Signage Program	CTR00904	250,000	150,000	100,000
Dynamic Messaging Signs	CTX01115	-	-	-
Herring Cove Road Widening	CTX01116	200,000	-	200,000
Intersection Improvement Program	CTU01086	1,000,000	-	1,000,000
LED Conversion of HRM Streetlights	CT000005	6,290,000	6,290,000	-
Margeson Drive	CTU01287	-	-	-
North Park Corridor Improvements	CT000001	3,750,000	-	3,750,000
Road Corridor Land Acquisition	CTU00897	200,000	200,000	-
Road Oversizing - Bedford South CCC	CTX01126	-	-	-
Street Lighting	CRU00792	450,000	-	450,000
Traffic Signal Installation	CTU01085	175,000	-	175,000
Traffic Signal Rehabilitation	CTU00419	710,000	-	710,000
Traffic Signal System Integration	CT140001	595,000	-	595,000
Traffic Improvements Total		14,520,000	6,640,000	7,880,000
Grand Total		135,804,000	36,200,000	99,604,000

Capital Budget Summary - Preliminary

Project Year 2016

Budget Category	Gross	Funding	Net
Buildings	67,140,000	36,685,000	30,455,000
Business Tools	28,620,000	-	28,620,000
Community & Property Development	10,950,000	8,750,000	2,200,000
District Activity Funds	1,504,000	-	1,504,000
Equipment & Fleet	7,770,000	80,000	7,690,000
Halifax Transit	40,510,000	-	40,510,000
Industrial Parks	9,165,000	9,165,000	-
Parks & Playgrounds	11,500,000	500,000	11,000,000
Roads & Streets	38,815,000	750,000	38,065,000
Sidewalks, Curbs & Gutters	7,000,000	-	7,000,000
Solid Waste	31,455,000	6,455,000	25,000,000
Traffic Improvements	17,660,000	7,225,000	10,435,000
Grand Total	272,089,000	69,610,000	202,479,000

Capital Budget Detail

Project Year 2016

Budget Category	Project #	Gross	Funding	Net
Buildings				
Accessibility - HRM Facilities	CBX01154	400,000	-	400,000
Alderney Gate Recapitalization(Bundle)	CBX01157	500,000	500,000	-
Architecture - Exterior (Category 2)	CBX01274	100,000	-	100,000
Architecture - Interior (Category 5)	CBX01273	100,000	-	100,000
Building Recap Future Years - Parks & Recreation	CB000048	6,605,000	-	6,605,000
Captain William Spry Renovations	CB000023	1,250,000	-	1,250,000
Cole Harbour Place	CB000045	2,750,000	-	2,750,000
Consulting - Buildings (Category 0)	CBX01268	500,000	-	500,000
Corporate Accommodations	CB000047	1,000,000	-	1,000,000
Dartmouth Multi-Pad	CB000049	20,500,000	20,500,000	-
Dartmouth Sportsplex Revitalization	CB000006	10,400,000	10,400,000	-
Electrical (Category 7)	CBX01275	50,000	-	50,000
Energy Efficiency Projects	CBX01161	500,000	500,000	-
Environmental Remediation/Building Demolition	CBX01162	400,000	400,000	-
Fire Station Land Acquisition	CBX01102	1,000,000	1,000,000	-
Fire Station Replacements	CB000065	2,000,000	-	2,000,000
Halifax City Hall and Grand Parade Restoration	CBX01046	1,750,000	-	1,750,000
HRFE Future Buildings Recapitalization	CB000057	2,000,000	-	2,000,000
HRM Depot Upgrades	CBX01170	500,000	-	500,000
Mechanical (Category 6)	CBX01269	100,000	-	100,000
Metropark Upgrades	CBX01140	90,000	90,000	-
Multi District Facilities-Upgrades (Bundle)	CB000002	500,000	-	500,000
Regional Park Washrooms	CB000010	1,250,000	-	1,250,000
Roof (Category 3)	CBX01272	2,600,000	-	2,600,000
Scotiabank Centre	CB000028	3,295,000	3,295,000	-
Site Work (Category 1)	CBX01271	800,000	-	800,000
St. Andrew's Community Centre Renovation	CB000011	6,100,000	-	6,100,000
Structural (Category 4)	CBX01270	100,000	-	100,000
Buildings Total		67,140,000	36,685,000	30,455,000

Capital Budget Detail

Project Year 2016

Budget Category	Project #	Gross	Funding	Net
Business Tools				
Application Recapitalization	CI000002	1,600,000	-	1,600,000
Automated Vehicle Location (AVL)	CID01292	1,685,000	-	1,685,000
Business Intelligence (BI) Program	CI990001	150,000	-	150,000
Close Circuit TV (CCTV) & Infrastructure	CI990016	3,000,000	-	3,000,000
Corporate Document/Record Management	CI990018	3,070,000	-	3,070,000
Electronic Disclosure	CI990022	475,000	-	475,000
Electronic File Management HRP	CI990023	295,000	-	295,000
Employee Intranet	CI990024	350,000	-	350,000
Enterprise Asset Management	CID00631	1,815,000	-	1,815,000
Enterprise Risk Management	CI990025	310,000	-	310,000
Facility Alarms	CI990026	950,000	-	950,000
Hansen Revenue Module Replacement	CI990009	1,000,000	-	1,000,000
Health and Safety Incident Reporting	CI990010	600,000	-	600,000
HR Employee and Manager Self Service (ESS/MSS)	CI990032	55,000	-	55,000
HR Service Management Solution	CI990029	645,000	-	645,000
HRFE Dispatch Project	CI990027	235,000	-	235,000
HRFE Fire Data Management (FDM) Review & Enhancements	CI990028	775,000	-	775,000
ICT Business Tools	CI990004	750,000	-	750,000
ICT Infrastructure Recapitalization	CI000004	1,200,000	-	1,200,000
Internet Program	CI000001	800,000	-	800,000
Mobile Policing	CI990030	580,000	-	580,000
Parking Technology Initiative - PTMS	CI990031	2,755,000	-	2,755,000
Permitting, Licensing, and Compliance Replacement Solution	CI990013	1,700,000	-	1,700,000
Portfolio/Project Management Office Tool	CI990033	300,000	-	300,000
Recreation Services Software	CI000005	1,530,000	-	1,530,000
Salt Weigh Scales	CI990034	1,070,000	-	1,070,000
Service Desk System Replacement	CI990002	125,000	-	125,000
Training and Events Tracking	CI990014	800,000	-	800,000
Business Tools Total		28,620,000	-	28,620,000
Community & Property Development				
Cogswell Interchange Redevelopment	CT000007	5,000,000	5,000,000	-
Cultural Structures and Places	CD990003	350,000	350,000	-
Downtown Streetscapes - Capital Improvement Campaign	CD000002	3,400,000	3,400,000	-
Shubenacadie Canal Greenway Trail	CDG00493	1,200,000	-	1,200,000
Streetscaping in Center Hubs and Corridors	CDV00734	1,000,000	-	1,000,000
Community & Property Development Total		10,950,000	8,750,000	2,200,000

Capital Budget Detail

Project Year 2016

Budget Category	Project #	Gross	Funding	Net
District Activity Funds				
District 1 Project Funds	CCV01801	94,000	-	94,000
District 2 Project Funds	CCV01802	94,000	-	94,000
District 3 Project Funds	CCV01803	94,000	-	94,000
District 4 Project Funds	CCV01804	94,000	-	94,000
District 5 Project Funds	CCV01805	94,000	-	94,000
District 6 Project Funds	CCV01806	94,000	-	94,000
District 7 Project Funds	CCV01807	94,000	-	94,000
District 8 Project Funds	CCV01808	94,000	-	94,000
District 9 Project Funds	CCV01809	94,000	-	94,000
District 10 Project Funds	CCV01810	94,000	-	94,000
District 11 Project Funds	CCV01811	94,000	-	94,000
District 12 Project Funds	CCV01812	94,000	-	94,000
District 13 Project Funds	CCV01813	94,000	-	94,000
District 14 Project Funds	CCV01814	94,000	-	94,000
District 15 Project Funds	CCV01815	94,000	-	94,000
District 16 Project Funds	CCV01816	94,000	-	94,000
District Activity Funds Total		1,504,000	-	1,504,000
Equipment & Fleet				
Fire Apparatus Replacement	CVJ01088	3,665,000	-	3,665,000
Fire Services Equipment Replacement	CE010001	850,000	-	850,000
Fire Services Water Supply	CHJ01221	150,000	-	150,000
Fleet Vehicle Replacement	CVD01087	1,500,000	-	1,500,000
Ice Resurfacers Replacement	CVU01207	125,000	-	125,000
Opticom Signalization System	CEJ01220	80,000	80,000	-
Police Marked Cars	CVK01090	1,400,000	-	1,400,000
Equipment & Fleet Total		7,770,000	80,000	7,690,000
Halifax Transit				
Access-A-Bus Expansion	CVD00429	230,000	-	230,000
Access-A-Bus Replacement	CVD00430	700,000	-	700,000
Biennial Ferry Refit	CVD00436	450,000	-	450,000
Bus Stop Accessibility	CBT00432	125,000	-	125,000
Conventional Bus Expansion	CV020003	2,625,000	-	2,625,000
Conventional Bus Replacement	CV020004	11,155,000	-	11,155,000
Ferry Terminal Pontoon Rehabilitation	CBX01171	250,000	-	250,000
MetroX Bus Replacement	CM020002	4,725,000	-	4,725,000
Mid Life Bus Rebuild	CVD00431	440,000	-	440,000
New Transit Technology	CM020005	18,675,000	-	18,675,000
Shelters Replacement/Expansion	CBT00437	110,000	-	110,000
Transit Security	CMU00982	300,000	-	300,000
Transit Support Vehicle Replacement	CV000004	75,000	-	75,000
Wrights Cove Loop Construction	CR000007	650,000	-	650,000
Halifax Transit Total		40,510,000	-	40,510,000
Industrial Parks				
Aerotech Repositioning & Dvlmnt	CQ000007	500,000	500,000	-
Burnside & City of Lakes Development	CQ000008	8,165,000	8,165,000	-
Ragged Lake Development	CQ000006	500,000	500,000	-
Industrial Parks Total		9,165,000	9,165,000	-

Capital Budget Detail

Project Year 2016

Budget Category	Project #	Gross	Funding	Net
Parks & Playgrounds				
Cole Harbour Turf	CP110002	2,200,000	-	2,200,000
Cornwallis Park Master Plan Implementation Phase 1	CP000011	200,000	-	200,000
Fort Needham Master Plan Implementation	CP000012	500,000	-	500,000
Halifax Common Master Plan & Implementation	CP000013	1,500,000	-	1,500,000
Park Assets - State of Good Repair	CP000002	600,000	-	600,000
Park Land Acquisition	CPX01149	500,000	500,000	-
Parks, Sports Courts & Fields - Service Improvement	CP000004	800,000	-	800,000
Point Pleasant Park Master Plan Implementation	CP000006	1,400,000	-	1,400,000
Point Pleasant Park Stone Wall Restoration	CP000009	500,000	-	500,000
Public Gardens Upgrades	CPX01193	250,000	-	250,000
Regional Trails Active Transportation	CPX01196	850,000	-	850,000
Regional Water Access/ Beach Upgrades	CPX01331	650,000	-	650,000
Sports Fields/Courts - State of Good Repair	CP000003	1,500,000	-	1,500,000
Western Common Master Plan Implementation	CP000014	50,000	-	50,000
Parks & Playgrounds Total		11,500,000	500,000	11,000,000
Roads & Streets				
Bridges	CRU01077	3,000,000	-	3,000,000
Municipal Operations - State of Good Repair	CR990002	2,115,000	-	2,115,000
New Paving Streets - HRM Owned Roads	CR000002	500,000	250,000	250,000
New Paving Subdivision St's Provincial	CR990001	500,000	500,000	-
Other Road Related Works	CRU01079	2,500,000	-	2,500,000
Storm Sewer Upgrades	CR000001	200,000	-	200,000
Street Recapitalization	CR000005	30,000,000	-	30,000,000
Roads & Streets Total		38,815,000	750,000	38,065,000
Sidewalks, Curbs & Gutters				
New Sidewalks	CR000003	3,500,000	-	3,500,000
Sidewalk Renewals	CKU01084	3,500,000	-	3,500,000
Sidewalks, Curbs & Gutters Total		7,000,000	-	7,000,000

Capital Budget Detail

Project Year 2016

Budget Category	Project #	Gross	Funding	Net
Solid Waste				
Additional Green Carts for New Residents	CW000001	500,000	500,000	-
Composting Plant	CW000004	25,000,000	-	25,000,000
Environment Monitoring Site Work 101 Landfill	CWU01353	355,000	355,000	-
Half Closure Cell 6 - Otter Lake	CWU01358	3,800,000	3,800,000	-
Otter Lake Equipment	CW000002	1,800,000	1,800,000	-
Solid Waste Total		31,455,000	6,455,000	25,000,000
Traffic Improvements				
Active Transportation - Strategic Projects	CTU00420	1,500,000	-	1,500,000
Bayer's Road Upgrades/Transit Corridor Study	CMU00975	270,000	-	270,000
Controller Cabinet and Detection Program	CT000004	500,000	-	500,000
Destination Signage Program	CTR00904	100,000	-	100,000
Herring Cove Road Widening	CTX01116	1,250,000	-	1,250,000
Intersection Improvement Program	CTU01086	2,800,000	-	2,800,000
LED Conversion of HRM Streetlights	CT000005	7,125,000	7,125,000	-
MacLennan Drive	CTU01365	200,000	-	200,000
Margeson Drive	CTU01287	1,695,000	-	1,695,000
Road Corridor Land Acquisition	CTU00897	100,000	100,000	-
Street Lighting	CRU00792	220,000	-	220,000
Traffic Signal Installation	CTU01085	750,000	-	750,000
Traffic Signal Rehabilitation	CTU00419	650,000	-	650,000
Traffic Signal Re-lamping Program	CT000002	500,000	-	500,000
Traffic Improvements Total		17,660,000	7,225,000	10,435,000
Grand Total		272,089,000	69,610,000	202,479,000

Capital Budget Summary - Preliminary

Project Year 2017

Budget Category	Gross	Funding	Net
Buildings	55,995,000	33,860,000	22,135,000
Business Tools	20,230,000	-	20,230,000
Community & Property Development	19,750,000	18,750,000	1,000,000
District Activity Funds	1,504,000	-	1,504,000
Equipment & Fleet	6,605,000	80,000	6,525,000
Halifax Transit	24,475,000	-	24,475,000
Industrial Parks	16,690,000	16,690,000	-
Parks & Playgrounds	8,200,000	500,000	7,700,000
Roads & Streets	38,815,000	750,000	38,065,000
Sidewalks, Curbs & Gutters	7,000,000	-	7,000,000
Solid Waste	2,335,000	2,335,000	-
Traffic Improvements	19,580,000	9,385,000	10,195,000
Grand Total	221,179,000	82,350,000	138,829,000

Capital Budget Detail

Project Year 2017

Budget Category	Project #	Gross	Funding	Net
Buildings				
Accessibility - HRM Facilities	CBX01154	400,000	-	400,000
Alderney Gate Recapitalization(Bundle)	CBX01157	500,000	500,000	-
Architecture - Exterior (Category 2)	CBX01274	100,000	-	100,000
Architecture - Interior (Category 5)	CBX01273	100,000	-	100,000
Building Recap Future Years - Parks & Recreation	CB000048	5,935,000	-	5,935,000
Consulting - Buildings (Category 0)	CBX01268	500,000	-	500,000
Corporate Accommodations	CB000047	1,000,000	-	1,000,000
Dartmouth Multi-Pad	CB000049	20,500,000	20,500,000	-
Dartmouth Sportsplex Revitalization	CB000006	10,400,000	10,400,000	-
Eastern Passage High School Enhancements	CB000007	650,000	-	650,000
Electrical (Category 7)	CBX01275	50,000	-	50,000
Energy Efficiency Projects	CBX01161	500,000	500,000	-
Environmental Remediation/Building Demolition	CBX01162	400,000	400,000	-
Fire Station Replacements	CB000065	4,000,000	-	4,000,000
Halifax City Hall and Grand Parade Restoration	CBX01046	250,000	-	250,000
HRFE Future Buildings Recapitalization	CB000057	3,250,000	-	3,250,000
HRM Depot Upgrades	CBX01170	500,000	-	500,000
Mechanical (Category 6)	CBX01269	100,000	-	100,000
Metropark Upgrades	CBX01140	90,000	90,000	-
Multi District Facilities-Upgrades (Bundle)	CB000002	500,000	-	500,000
Regional Park Washrooms	CB000010	1,300,000	-	1,300,000
Roof (Category 3)	CBX01272	2,600,000	-	2,600,000
Scotiabank Centre	CB000028	1,470,000	1,470,000	-
Site Work (Category 1)	CBX01271	800,000	-	800,000
Structural (Category 4)	CBX01270	100,000	-	100,000
Buildings Total		55,995,000	33,860,000	22,135,000
Business Tools				
Application Recapitalization	CI000002	1,600,000	-	1,600,000
Business Intelligence (BI) Program	CI990001	100,000	-	100,000
Close Circuit TV (CCTV) & Infrastructure	CI990016	3,000,000	-	3,000,000
Corporate Document/Record Management	CI990018	3,120,000	-	3,120,000
Enterprise Asset Management	CID00631	455,000	-	455,000
Hansen Revenue Module Replacement	CI990009	1,000,000	-	1,000,000
ICT Business Tools	CI990004	750,000	-	750,000
ICT Infrastructure Recapitalization	CI000004	1,200,000	-	1,200,000
Parking Technology Initiative - PTMS	CI990031	5,945,000	-	5,945,000
Permitting, Licensing, and Compliance Replacement Solution	CI990013	1,000,000	-	1,000,000
Recreation Services Software	CI000005	1,530,000	-	1,530,000
Service Desk System Replacement	CI990002	130,000	-	130,000
Training and Events Tracking	CI990014	400,000	-	400,000
Business Tools Total		20,230,000	-	20,230,000

Capital Budget Detail

Project Year 2017

Budget Category	Project #	Gross	Funding	Net
Community & Property Development				
Cogswell Interchange Redevelopment	CT000007	15,000,000	15,000,000	-
Cultural Structures and Places	CD990003	350,000	350,000	-
Downtown Streetscapes - Capital Improvement Campaign	CD000002	3,400,000	3,400,000	-
Streetscaping in Center Hubs and Corridors	CDV00734	1,000,000	-	1,000,000
Community & Property Development Total		19,750,000	18,750,000	1,000,000
District Activity Funds				
District 1 Project Funds	CCV01801	94,000	-	94,000
District 2 Project Funds	CCV01802	94,000	-	94,000
District 3 Project Funds	CCV01803	94,000	-	94,000
District 4 Project Funds	CCV01804	94,000	-	94,000
District 5 Project Funds	CCV01805	94,000	-	94,000
District 6 Project Funds	CCV01806	94,000	-	94,000
District 7 Project Funds	CCV01807	94,000	-	94,000
District 8 Project Funds	CCV01808	94,000	-	94,000
District 9 Project Funds	CCV01809	94,000	-	94,000
District 10 Project Funds	CCV01810	94,000	-	94,000
District 11 Project Funds	CCV01811	94,000	-	94,000
District 12 Project Funds	CCV01812	94,000	-	94,000
District 13 Project Funds	CCV01813	94,000	-	94,000
District 14 Project Funds	CCV01814	94,000	-	94,000
District 15 Project Funds	CCV01815	94,000	-	94,000
District 16 Project Funds	CCV01816	94,000	-	94,000
District Activity Funds Total		1,504,000	-	1,504,000
Equipment & Fleet				
Fire Apparatus Replacement	CVJ01088	2,500,000	-	2,500,000
Fire Services Equipment Replacement	CE010001	850,000	-	850,000
Fire Services Water Supply	CHJ01221	150,000	-	150,000
Fleet Vehicle Replacement	CVD01087	1,500,000	-	1,500,000
Ice Resurfacers Replacement	CVU01207	125,000	-	125,000
Opticom Signalization System	CEJ01220	80,000	80,000	-
Police Marked Cars	CVK01090	1,400,000	-	1,400,000
Equipment & Fleet Total		6,605,000	80,000	6,525,000
Halifax Transit				
Access-A-Bus Expansion	CVD00429	230,000	-	230,000
Access-A-Bus Replacement	CVD00430	1,300,000	-	1,300,000
Biennial Ferry Refit	CVD00436	600,000	-	600,000
Bus Stop Accessibility	CBT00432	125,000	-	125,000
Conventional Bus Expansion	CV020003	2,625,000	-	2,625,000
Conventional Bus Replacement	CV020004	3,880,000	-	3,880,000
Ferry Terminal Pontoon Rehabilitation	CBX01171	250,000	-	250,000
Mid Life Bus Rebuild	CVD00431	300,000	-	300,000
New Transit Technology	CM020005	3,140,000	-	3,140,000
New/Expanded Transit Centre	CB000017	10,235,000	-	10,235,000
Shelters Replacement/Expansion	CBT00437	110,000	-	110,000
Transit Security	CMU00982	300,000	-	300,000
Transit Support Vehicle Replacement	CV000004	30,000	-	30,000
Wrights Cove Loop Construction	CR000007	1,350,000	-	1,350,000
Halifax Transit Total		24,475,000	-	24,475,000
Industrial Parks				
Aerotech Repositioning & Dvlmnt	CQ000007	6,250,000	6,250,000	-
Burnside & City of Lakes Development	CQ000008	10,440,000	10,440,000	-
Industrial Parks Total		16,690,000	16,690,000	-

Capital Budget Detail

Project Year 2017

Budget Category	Project #	Gross	Funding	Net
Parks & Playgrounds				
Cornwallis Park Master Plan Implementation Phase 1	CP000011	200,000	-	200,000
Fort Needham Master Plan Implementation	CP000012	500,000	-	500,000
Halifax Common Master Plan & Implementation	CP000013	2,000,000	-	2,000,000
Park Assets - State of Good Repair	CP000002	600,000	-	600,000
Park Land Acquisition	CPX01149	500,000	500,000	-
Parks, Sports Courts & Fields - Service Improvement	CP000004	800,000	-	800,000
Point Pleasant Park Stone Wall Restoration	CP000009	500,000	-	500,000
Public Gardens Upgrades	CPX01193	50,000	-	50,000
Regional Trails Active Transportation	CPX01196	850,000	-	850,000
Regional Water Access/ Beach Upgrades	CPX01331	650,000	-	650,000
Sports Fields/Courts - State of Good Repair	CP000003	1,500,000	-	1,500,000
Western Common Master Plan Implementation	CP000014	50,000	-	50,000
Parks & Playgrounds Total		8,200,000	500,000	7,700,000
Roads & Streets				
Bridges	CRU01077	3,000,000	-	3,000,000
Municipal Operations - State of Good Repair	CR990002	2,115,000	-	2,115,000
New Paving Streets - HRM Owned Roads	CR000002	500,000	250,000	250,000
New Paving Subdivision St's Provincial	CR990001	500,000	500,000	-
Other Road Related Works	CRU01079	2,500,000	-	2,500,000
Storm Sewer Upgrades	CR000001	200,000	-	200,000
Street Recapitalization	CR000005	30,000,000	-	30,000,000
Roads & Streets Total		38,815,000	750,000	38,065,000
Sidewalks, Curbs & Gutters				
New Sidewalks	CR000003	3,500,000	-	3,500,000
Sidewalk Renewals	CKU01084	3,500,000	-	3,500,000
Sidewalks, Curbs & Gutters Total		7,000,000	-	7,000,000
Solid Waste				
Additional Green Carts for New Residents	CW000001	735,000	735,000	-
Otter Lake Equipment	CW000002	1,600,000	1,600,000	-
Solid Waste Total		2,335,000	2,335,000	-
Traffic Improvements				
Active Transportation - Strategic Projects	CTU00420	1,200,000	-	1,200,000
Bedford West Road Oversizing	CTU01006	3,600,000	2,160,000	1,440,000
Burnside Expressway Greenway	CT000008	700,000	-	700,000
Controller Cabinet and Detection Program	CT000004	510,000	-	510,000
Destination Signage Program	CTR00904	100,000	-	100,000
Intersection Improvement Program	CTU01086	2,700,000	-	2,700,000
LED Conversion of HRM Streetlights	CT000005	7,125,000	7,125,000	-
Margeson Drive	CTU01287	1,400,000	-	1,400,000
Road Corridor Land Acquisition	CTU00897	100,000	100,000	-
Street Lighting	CRU00792	225,000	-	225,000
Traffic Signal Installation	CTU01085	750,000	-	750,000
Traffic Signal Rehabilitation	CTU00419	660,000	-	660,000
Traffic Signal Re-lamping Program	CT000002	510,000	-	510,000
Traffic Improvements Total		19,580,000	9,385,000	10,195,000
Grand Total		221,179,000	82,350,000	138,829,000

Glossary

Accrual Basis	Accounting for expenses and revenues as they are incurred, not when funds are actually disbursed or received (see Cash Basis).
Area-Rates	Similar to Property Tax Rates, except that the tax is applied only to real property in a specified area for the purpose of funding a specific service that benefits that area only. (Compare Regional Area Rate)
Assessment	(see Property Assessment)
Assessment Appeals	The Province of Nova Scotia permits property owners to appeal the assessment figures provided in their annual Notice of Assessment.
Assessment Cap	The percentage that a property assessment can rise, for taxation purposes, in any given year. Under provincial law the percentage is set at the Consumer Price Index for the previous year. Some properties, such as apartments, are ineligible.
Assessment Lift	The total increase in the assessment base from one year to the next.
Assessment Roll	The assessed value of all properties within the municipality as provided by the Province of Nova Scotia.
Assets	The property owned by an entity.
Balance Sheet	Summary of assets, liabilities, and equity. The total value of assets must equal the sum of the total liabilities and equity.
Base Budget/Base Case	The budget amounts required to provide the same level of service as was provided in the prior year.
Base Projects	Capital projects which maintain current service levels. This normally involves replacement or recapitalization of an existing asset.
Base General Tax Rate	The general property tax rate applicable to all taxable properties within the rural area of HRM.

Budget Envelopes	Sum of funding allocated to a business unit within which to develop a budget. Operating budget envelopes are net of (after) business unit revenues. Capital budget envelopes are net of reserves, area rates, LICs, CCC, and external cost sharing.
Business Openings	Increases in Business Occupancy Assessment which occurs because of businesses commencing operations at a location.
Business Closings	Reductions in Business Occupancy Assessment which occurs due to businesses discontinuing operations at a location.
Business Taxes	Property occupied for the purpose of carrying on a business can be levied a tax based on a percentage of the assessed value occupied. This tax is in addition to any property taxes levied.
Business Plans	Include program objectives, outcomes desired, resources required and performance measures used to determine whether outcomes have been achieved.
Business Units	High level corporate divisions based on major services.
Canadian Institute of Chartered Accountants (CICA)	The CICA is a national organization of chartered accountants which conducts research into current business issues and supports the setting of accounting and assurance standards for business, not-for-profit organizations and government. It issues guidance on control and governance, publishes professional literature, develops continuing education programs and represents the CA profession nationally and internationally.
Capability Projects	Capital projects which expand current service levels. This normally involves addition, modification or acquisition of assets.
Capacity Gap	The difference between the funding required annually to recapitalize or replacing of existing assets needed to maintain current service levels, and the funding which is available on an annual basis to do so.
Capital Charges, LIC	Local Improvement Charges. Council may make by-laws imposing local charges for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc

Capital Plan	Refers to the capital projects under consideration for the next three years. While the capital plan has the same level of detail, costing and funding as the capital budget, Council can only approve the second and third years “in principle”.
Capital Cost Contribution (CCC)	Funding provided by developers which is used to offset the costs stemming from new or expanded municipal infrastructure required as the result of new development.
Capital Reserve Pool (Crespool)	Capacity remaining, following completion of a capital project, which was funded from debt. These reserved funds may only be used to provide additional funding for capital projects which are over-budget or to new budgets. It cannot be used for new projects or to expand the scope of existing projects.
Capital Budget	The Council-approved capital expenditures for a fiscal year and the means of financing them. To qualify for inclusion in the Capital Budget, projects must have a cost of at least \$50,000 and a useful life of at least one year.
Capital District	The regional centre for government, finance, culture, entertainment and business. It encompasses downtown Halifax, downtown Dartmouth, and the Spring Garden Road, Quinpool Road and Gottingen Street areas.
Capital from Operating	Refers to capital projects which are funded directly from operating funds. For that reason it is often referred to as “pay-as-you-go” capital funding.
Capitalize	The amortization of capital costs over a period of years, usually equal to or less than the anticipated life of the resulting capital asset or improvements to it.
Cash Basis	Accounting for expenses and revenues as the funds are actually disbursed or received.

Chartered Accountants	Accountants who have obtained the CA designation through prescribed training and work experience.
Citizen	A person who resides in HRM.
Collective Agreement	Legal agreement between an employer and a union representing a group of employees which details the terms and conditions of employment such as wages and benefits.
Commercial Assessment	The market value of real property (land and buildings) used for commercial purposes as assessed by the Province of Nova Scotia Assessment Services.
Commercial Forest Taxes	Land used or intended to be used for forestry purposes shall pay taxes at the rate of \$0.40 per acre (50,000 acres or more).
Commercial General Tax Rates	The general rate of taxation applied to the market value of real property used for commercial purposes, expressed per \$100 of assessed value. It is a multiple of the Residential General Tax Rate.
Commercial Multiplier	A factor that is used to calculate commercial tax rates as a function of residential rates.
Committee of the Whole (COW)	When all members of Regional Council meet together as a committee, not in a session of Council. Council cannot pass resolutions when meeting as a Committee of the Whole.
Consumer Price Index (CPI)	An indicator of changes in consumer prices experienced by Canadians. It is obtained by comparing through time, the cost of a fixed basket of commodities purchased by consumers.
Cost Drivers	Cost pressures which may present challenges to business units in terms of developing more cost effective ways of providing service within budget.

Crespool	(see Capital Reserve Pool)
Debenture	A written promise to pay a specified sum of money called the face value or principal amount at a specified date or dates in future, called maturity dates, together with periodic interest at a specified rate. In Nova Scotia, debentures are provided by the Municipal Finance Corporation, a branch of the Province of Nova Scotia, to finance capital projects.
Debenture Discount	When the market interest rate exceeds the stated debenture rate, the debenture sells at a discount. When the opposite is true, the debenture sells at a premium. On fixed term securities such as debentures, it is appropriate to amortize any discount or premium arising on purchase of the security over the period to maturity.
Debt	The outstanding principal repayable on loans provided by the Municipal Finance Corporation.
Debt Servicing Policy	The policy which places limits on the debt which may be issued during a fiscal year.
Deed Transfer Tax	Tax levied on the transfer of real property (land and buildings), which is payable at the time of conveyance of the title, and is based on the purchase price. The rate has been set by Council as 1.5% of the purchase price.
Deficit	At the conclusion of the fiscal year, the amount, if any, by which the municipality's operating expenditures exceeds its operating revenues.
DFA	Disaster Financial Assistance Program. This program is administered and funded by the Federal Government, and is intended to provide financial assistance to areas to assist with recovery from a major disaster.

Director	The most senior management position within a Business Unit.
Education Rate	As determined by the Province of Nova Scotia, the rate per \$100 of assessed value which is applied to the Uniform Assessment in order to determine the Mandatory Education contribution required from each municipal government within Nova Scotia.
EMO	Emergency Measures Organization
EMS	Environmental Management Services
Executive Management Team (EMT)	Consists of the Chief Administrative Officer and the Deputy Chief Administrative Officers.
Farm Acreage Taxes	Each year the Province of Nova Scotia pays to the municipality in which farm property exempt from taxation is situated, a grant equal to \$2.10 per acre in respect of the land. This rate is increased by the Consumer Price Index each year after March 31, 2001.
Fee Revenue	User fees such as parking meter revenue, rentals, etc.
Fire Protection Rate	A tax levied on assessable property in an area served by a water system to recover that part of the cost of the water system which is directly attributable to fire protection.
Fiscal Framework	A financial projection showing revenues, expenditures, debt and other information using a consistent set of assumptions. It is used for budgeting purposes and for longer-term projections. The framework is frequently presented to Council using a Base Case scenario. Council can then provide staff with direction regarding the assumptions that underlie the development of the proposed budget.
Fiscal Year	Runs from April 1 to March 31.
Corporate Accounts (Formally Fiscal Services)	Section of the Operating Budget which includes non-departmental expenditures such as mandatory payments to the Province of Nova Scotia, most debt charges (except those related to Transit Services, Wastewater and Solid Waste), payments to reserves, Capital from Operating, Capital and Operating Grants, the surplus or deficit from the prior fiscal year, etc.

FTE	Full Time Equivalent. A unit of labour equivalent to the normal hours worked by one full time employee in a year. It is used to standardise and aggregate the work of regular, part-time and seasonal workers.
GDP	Gross Domestic Product, as defined by Statistics Canada, is the total value of goods and services produced.
General Property Tax Rate	The property tax rate, expressed per \$100 of taxable assessed value, which is charged to all property owners in HRM, and which includes all services with the exception of those funded from area-rates.
Generally Accepted Accounting Principals (GAAP)	A set of standardized accounting principals defined by the Canadian Institute of Chartered Accountants.
Goal	A general statement of desired outcome to be achieved over a specified period of time. The term goal is roughly equivalent to Strategic Outcome.
Grants in Lieu	The Federal and Provincial Governments, as well as their Crown Corporations, pay grants in lieu of property taxes.
Gross Expenditures	Gross Expenditures
GST (Goods and Services Tax)	The Federal sales tax.
Harbour Solutions Project	Purpose is to improve the quality of effluent entering Halifax Harbour from the municipal sewage system.
HRM	Halifax Regional Municipality
HRP	Halifax Regional Police Service
Indicator	A statistic or parameter that provides information on trends in the condition of a phenomenon and has significance extending beyond that associated with the properties of the statistic itself.

Interest Revenue	Includes interest earned by investing excess cash balances, interest accrued on overdue taxes, capital charges, local improvement charges, etc.
Key Metrics	Indicators that provide information (either qualitative or quantitative) on efficiency and/or effectiveness.
Local Improvement Charge (LIC)	Local charges levied by Council for municipal infrastructure such as streets, curbs, gutters, sidewalks, etc that benefit a specific area.
Long Term Capital Plan	<p>The 10 year Capital Plan consisting of a 3 year detailed plan which includes all project costs and funding sources, and a 7 year capital outlook.</p> <p>The first year is approved by Regional Council as the Project Budget.</p> <p>The second and third year are approved as a detailed planning tool.</p>
Mandatory Education	Provincial statute requires that each municipality make a contribution to its school board. The contribution for each municipality is calculated by multiplying the Education Rate by each municipality's portion of the Uniform Assessment. The Education Rate is set each year by the N.S. provincial government.
Mandatory Provincial Costs	Costs which HRM is required to fund by provincial statute. They include Mandatory Education, Correctional Services, the Metropolitan Regional Housing Authority, and the cost of the Provincial Assessment system.
Metropolitan Regional Housing Authority	Administers and manages public non-profit housing for seniors and families on low incomes within HRM. It is one of seven housing authorities administered by the Province.

Multi-Year Financial Strateg	Involves predicting the future financial situation of HRM and developing and implementing a strategy in response. This strategy includes principles of financial management, a reserve policy, acCapital spending policy, a capital debt policy, and a business planning process.
Municipal Finance Corporation	An agency of the Province of Nova Scotia which provides financing of the capital requirements of municipalities, school boards, and hospitals by issuing its securities and re-lending the funds for these purposes.
Net	Total expenditures less off-setting revenues
Non Tax Revenues	Revenues other than tax revenue. Examples are user fees paid for services provided (such as recreation programs and transit fares) and fines.
Nova Scotia Utility and Review Board	An independent quasi-judicial body which has both regulatory and adjudicative jurisdiction flowing from the Provincial Utility and Review Board Act . It reports to the legislature through the Minister of Environment and Labour.
Operating Budget	The budget which includes the everyday operating expenditures of the municipality, including debt charges, capital from operating, and reserve payments, and the main sources of financing available such as taxation revenue, grants, interest earned on investments, service charges, licenses and permits, etc. The total budgeted expenditures must equal the total budgeted revenue.
Outcome	The benefit or change that occurs because of a program or service.
Police Commission	Provides civilian governance in regards to strategic policy planning and policy driven budget planning for police service delivery within the communities serviced by the Halifax Regional Police and provides an advisory role in respect of police matters within the communities serviced by the Provincial Police Service. The Commission also carries out other roles and responsibilities in accordance with the Provincial <i>Police Act and HRM Bylaws</i> .

Principal	Portion of loan repayments which directly pays down the total amount owing.
Projections	Estimate of total expenditures and revenues at the end of the fiscal year.
Property Taxes	Tax levied based on the market value of real property (land and buildings) as assessed by the Province of Nova Scotia (Service Nova Scotia and Municipal Relations). Expressed as a rate per \$100 of assessed value. Residential and commercial properties may be taxed at different rates. Property tax payments are usually due twice per year.
Property Tax Rate	The rate of taxation on the market value of real property, expressed per \$100 of assessed value.
Property Assessment	The market value of real property as determined by the Province of Nova Scotia Assessment Services.
Province	Government of the Province of Nova Scotia
RCMP Royal Canadian Mounted Police	Federal policing agency.
RDP- Real Domestic Product	Is the Gross Domestic Product adjusted for inflation.
Recapitalization	The use of funds to develop and improve existing assets which have deteriorated through the passage of time and/or a lack of maintenance.
Recreational Non-Profit Taxes	The owner of land used solely for non-profit recreational purposes pays taxes based on a rate of \$5.00 per acre increased by 5% per year from 1977.
Regional Area Rate	A tax rate applied to all areas of HRM, in both the residential and commercial sectors, to raise the funds required to cover Mandatory Provincial Costs.
Regional Council	The governing and legislative body for the municipality, Regional Council consists of the Mayor and 23 Councillors representing the 23

Districts. Regional council is elected once every four years.

Reserves	Accounts in which funds are accumulated to provide for the timely replacement of municipal infrastructure and avoid large swings in the annual costs of services.
Residential General Tax Rates	The general rate of taxation applied to the market value of real property used as a residence, expressed per \$100 of assessed value.
Residential Assessment	The market value of real property (land and buildings) used for residential purposes as assessed by the Province of Nova Scotia Assessment Services.
Resource Assessment	The assessed value of farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Resource Forest Taxes	Land used or intended to be used for forestry purposes pays taxes at the rate of \$0.25 per acre (less than 50,000 acres).
Resource Property Taxes	Taxes levied against farm property, aquaculture property, forest property of less than 50,000 acres, land of a municipal water utility, or community fisherman's service buildings and the land it occupies.
Revenues	External sources of funds provided to the municipality to pay for the cost of providing services. For HRM, the main source of revenue is provided by property taxation. There are many other sources including grants, interest earned on investments, service charges, licenses and permits, etc.
Risk	Something that may negatively impact HRM.
Rural General Tax Rate	(see Base General Tax Rate)
Service Nova Scotia and Municipal Relations (SNSMR)	A department of the Province of Nova Scotia which is the lead service delivery arm of government for programs and services to businesses, individuals and municipalities.
Service Drivers	Factors which have a tendency to increase demand for a service. Examples include population growth, new construction, new trends, etc.

Stakeholder	A person with an interest or concern in the HRM budget.
Standard and Poor's	Bond rating agency.
Strategic Initiatives	Large scale initiatives which are corporate-wide in scope and which represent a major shift in the type and manner in which services are provided.
Suburban General Tax Rate	The general tax rate applicable to all taxable properties within the suburban zone of HRM
Supplementary Education	Supplementary Education funding, which is provided by HRM to the Halifax Regional School Board, provides funding for programs and special services which are outside the core curriculum. The Municipal Government Act requires separate area rates for Supplementary Education, one for each of the former City of Halifax, and former City of Dartmouth. HRM does have the discretion to decrease it each year by up to 10%.
Surplus	At the close of the fiscal year, the amount by which operating revenues exceed operating expenditures.
Tabled Budget	The proposed or draft budget which is presented by staff to Regional Council for review. All aspects of the budget are open for debate and change.
Tax Agreements	Special property tax agreements with corporations, such as utilities, which have a large number of properties within the municipality.
Tax Payer	Citizens and businesses of HRM who pay taxes (generally through their property taxes).
Temporary Debt	Financing provided through the MFC short-term loan program for completed capital projects between debenture issues. The expectation is that the long-term financing will be acquired through the next MFC debenture issue
TPW	Transportation and Public Works

Transfer - General Rate	Transfers made from the General Rate Fund to an area rated service to compensate for revenue lost as the result of commercial properties which are exempt from the area rate.
Transfer - Urban Rate	Transfers made from the General Urban Rate Fund to an area rated service to compensate for revenue lost as the result of properties which are exempt from the area rate because they are outside the rural zone.
Transfers from other Gov'ts	Funding received from the federal or provincial governments which may or may not be designated for a specific service or purpose (conditional vs unconditional).
Transition Expenditures	Expenditures incurred in order to amalgamate the City of Halifax, City of Dartmouth, Town of Bedford, County of Halifax, and the Metropolitan Authority into the Halifax Regional Municipality. These costs were amortized over 10 years.
TTY	Also known as a TDD (Telecommunications Device for the Deaf). The TTY consists of a keyboard, a display screen, and a modem. The letters that the TTY user types into the machine are turned into electrical signals that can travel over regular telephone lines. When the signals reach their destination (in this case another TTY) they are converted back into letters which appear on a display screen.
Uniform Assessment	The total of the taxable property assessment plus the value of grants the Municipality receives from special property tax arrangements.
Urban General Tax Rate	The general tax rate applicable to all taxable properties within the urban zone of HRM.
Variance	The difference between the amount budgeted for a cost centre or account, and the amount actually posted and/or committed.
Vendors	Business which sell their goods and services to HRM.
Water Commission Dividend	A grant-in-lieu of property taxes paid by the Halifax Regional Water Commission to HRM equal to 10% of the Water Commission's prior year's Operating revenue.
WTI West Texas Intermediate	This is a benchmark used when measuring the market price per barrel of crude oil.



**Alderney Landing Association
Board Approved Operating Budget
for 2015/2016**

In '000

REVENUES

Theatre Level	165,000
Market Level	248,000
Events Plaza	
Events/New Programming	305,000
Parking Lot Revenue	160,000
Wharf	11,000
P3 Schools/Corrections	68,000
General Grants	52,000
Sub Total	<u>1,009,000</u>
HRM Operating Subsidy	<u>175,000</u>
TOTAL	<u>1,184,000</u>

EXPENDITURES

Salaries/Wages & Benefits	528,000
Office/Administration	54,500
Advertising & Marketing	30,000
Program Expenses (All)	242,000
Building Repairs & Maintenance	69,000
Building & Site Operations	13,000
Utilities	118,000
Equip & Vehicle Purchases/ Leases / R&M	59,000
Parking	36,000
Food and Beverage	22,000
TOTAL	<u>1,171,500</u>

Net Surplus (Deficit)	<u><u>12,500</u></u>
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**Canada Games Centre Society
Board Approved Operating Budget
for 2015/2016**

In '000

REVENUES

General Membership & Admissions	3,439,034
Aquatics	705,669
Recreation, Fitness & Wellness	835,537
Commercial Leasing	244,996
Marketing and Service Operations	80,743
Miscellaneous & Sundry	49,700
TOTAL	<u>5,355,679</u>

EXPENDITURES

Marketing and Service Operations	780,630
Aquatics	926,449
Recreation, Fitness and Wellness	1,130,872
Building Operations	1,679,878
Finance & Administration	841,711
TOTAL	<u>5,359,540</u>

Surplus (Deficit)	(3,861)
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HRM Operating Subsidy	300,000
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Net Surplus (Deficit)	<u><u>296,139</u></u>
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Centennial Arena

**Centennial Arena Commission
Board Approved Operating Budget
for 2015/2016**

In '000

REVENUES

Facilities Rentals	8,200
Hockey Revenues	165,000
Ice Rentals	350,000
Public Skates	2,800
Ice Rental Figure Skating	105,000
Seniors Skate	18,000
Other Revenues	11,000
TOTAL	<u>660,000</u>

EXPENDITURES

Compensation & Benefits	319,000
Building Costs	271,000
External Services	14,000
Supplies	12,500
Vehicle Expense	12,000
Office & Other	31,500
TOTAL	<u>660,000</u>

Net Surplus (Deficit)

0



**Centennial Pool Association
Board Approved Operating Budget
for 2015/2016**

In '000

REVENUES

General Revenue	279,600
Other Revenue	2,700
Parking Lot Revenues	180,000
Subtotal	<u>462,300</u>
HRM Operating Subsidy	<u>140,000</u>
TOTAL	<u>602,300</u>

EXPENDITURES

Wages	288,700
Financial	21,100
Repairs/Maintenance	56,200
Supplies/Equipment	19,800
Marketing	2,700
General Expense	161,500
Total Parking lot Expenses	49,300
Shut Down	3,000
TOTAL	<u>602,300</u>

Net Surplus (Deficit)

0



**Community Builders Inc.
Board Approved Operating Budget
for 2015/2016**

In '000

REVENUES

Arena	954,909
Administration	734,460
Aramark Commission	58,200
Athletics	1,378,846
Aquatics	533,381
TOTAL	<u>3,659,796</u>

EXPENDITURES

Administration	508,865
Operations	1,530,586
Housekeeping	409,999
Athletics	691,466
Aquatics	310,928
Food Services	4,920
TOTAL	<u>3,456,764</u>

REVENUE LESS EXPENSES

203,032

Less Equipment Replacement	0
Less Payment for Expansion	156,000
Less Payment for Renovation	47,032
Net Surplus (Deficit)	<u><u>0</u></u>



**Dartmouth Sportsplex Community Association
Board Approved Operating Budget
for 2015/2016**

In '000

REVENUES

Arena	597,000
Athletics	1,181,100
Aquatics	659,500
Bingo	1,643,000
Meeting Rooms	274,500
Food and Beverage	65,000
Other	112,500
Advertising	17,000

TOTAL

4,549,600

EXPENDITURES

Administration	330,700
Athletics	822,000
Aquatics	585,400
Bingo	1,599,475
Food and Beverage	14,150
Operations	1,092,250
Marketing	220,050
Maintenance	498,100

TOTAL

5,162,125

Net Surplus (Deficit)

(612,525)

Capital Contributions	50,000
Capital Expenditures	100,000

Eastern Shore Community Centre

Eastern Shore Recreation Commission Board Approved Operating Budget for 2015/2016

In '000

REVENUES

Bingo	92,000
Rink	275,000
Concession & Bar	65,000
Fair	2,500
Advertising	4,000
HRM Capital Funding	75,000
Other	34,000
TOTAL	<u>547,500</u>

EXPENDITURES

Direct Expenses	195,000
Wages and benefits	185,000
Utilities	70,000
Capital Expenses	75,000
Other Expenses	19,300
TOTAL	<u>544,300</u>

Net Surplus (Deficit)

3,200



Halifax Forum Community Association
Board Approved Operating Budget
for 2015/2016

In '000

REVENUES

Advertising	30,000
Ice	1,100,000
Lot Building	400,000
Parking	40,000
Canteen	225,000
Bar	200,000
Misc.	10,000
Box Office	15,000
Skate Shop	9,000
SOCIAL NIGHTS -NS Sport Hall of Fame	150,000
- BINGO	1,850,000
Subtotal	4,029,000
HRM Operating Subsidy	102,800
TOTAL	4,131,800

EXPENDITURES

Salaries/Wages/Contract Services	1,625,000
Utilities/Fuel/Water	520,000
Repairs/Maintenance/Sanitary	274,000
Concessions/Inventory/Supplies	245,000
Admin/Office/Internet/Misc	124,000
Lease/Mortgage	107,778
Reserve - Equipment	24,000
Social Nights	1,000,000
Non Routine Special	212,022
TOTAL	4,131,800

Net Surplus (Deficit)	0
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**Scotiabank Centre
Board Approved Operating Budget
for 2015/2016**

In '000

REVENUES	7,460,700
Event Expenses	2,674,600
Suite / Skybox Expenses	412,500
Total Event Expenses	<u>3,087,100</u>
Contribution Margin	<u>4,373,600</u>
Salaries and Benefits	2,291,000
Administration	300,500
Marketing & Promotions	243,300
Operations	193,500
Maintenance	699,500
Energy	611,800
	<u>4,339,600</u>
Net Surplus (Deficit)	<u><u>34,000</u></u>



**St. Margaret's Arena Association
Board Approved Operating Budget
for 2015/2016**

In '000

REVENUES

General Activities Revenue	1,505,366
Revenue Producing Activities	84,800
Other Revenue	500
TOTAL	<u>1,590,666</u>

EXPENDITURES

Salaries/Wages & Benefits	938,800
Office/Administration	77,955
Advertising & Marketing	2,000
Program Expenses (All)	38,200
Building Repairs & Maintenance	83,400
Building & Site Operations	55,800
Utilities	367,300
Equip & Vehicle Purchases/ Leases / R&M	27,589
Food and Beverage	15,200
Other	2,400
TOTAL	<u>1,608,644</u>

Net Surplus (Deficit)	<u><u>(17,978)</u></u>
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